

AGENDA FOR CABINET



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To: All Members of Cabinet

Councillors : E O'Brien (Leader and Cabinet Member, Strategic Growth) (Chair), S Thorpe (Deputy Leader, Finance and Transformation), L Smith (Deputy Leader and Cabinet Member, Children and Young People), T Tariq (Adult Care, Health and Public Service Reform), S Walmsley (Cabinet Member, Communities and Inclusion), A Quinn (Cabinet Member, Environment, Climate Change and Operations), C Cummins (Cabinet Member, Housing Services), R Gold (Customer Service, Communications and Corporate) and C Morris (Cabinet Member, Culture, Economy & Skills)

Dear Member/Colleague

Cabinet

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

Date:	Wednesday, 11 June 2025
Place:	Council Chamber - 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, 09th June 2025. 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 06th June 2025.

5 MINUTES *(Pages 5 - 18)*

Minutes from the meeting held on 16th April 2025 are attached.

6 ADULT SOCIAL CARE PERFORMANCE QUARTER FOUR REPORT 2024/25 *(Pages 19 - 76)*

Report of the Cabinet Member for Adult Care, Health and Public Service Reform attached.

7 BURY FLEXI HALL - OPERATOR PROCUREMENT *(Pages 77 - 84)*

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

8 PARKING STANDARDS IN BURY SUPPLEMENTARY PLANNING DOCUMENT-CONSULTATION DRAFT *(Pages 85 - 168)*

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

9 ADULT SOCIAL CARE WORKFORCE SUPPORT PROGRAMME *(Pages 169 - 214)*

Report of the Cabinet Member for Adult Care, Health and Public Service Reform attached.

10 YEAR END CORPORATE PLAN PERFORMANCE & DELIVERY REPORT AND LAUNCH OF 2025/26 CORPORATE PLAN *(Pages 215 - 256)*

Report from the Deputy Leader, and Cabinet Member for Finance and Transformation attached.

11 EOTAS (EDUCATION OTHER THAN AT SCHOOL) POLICY *(Pages 257 - 322)*

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

12 LOCAL GROWTH AND PLACE FLEXIBLE GRANT (FORMERLY UKSPF Y4) *(Pages 323 - 328)*

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

13 RADCLIFFE ENTERPRISE CENTRE, APPROVAL TO PROCURE AN OPERATOR. *(Pages 329 - 346)*

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

14 HOUSING SERVICES PROPERTY RESTRUCTURE *(Pages 347 - 362)*

Report of the Cabinet Member for Housing Services attached.

15 BURY TOWN HALL REFURBISHMENT- ARCHITECT APPOINTMENT *(Pages 363 - 374)*

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

16 MINUTES OF GREATER MANCHESTER COMBINED AUTHORITY *(Pages 375 - 396)*

To consider the minutes of meetings of the Greater Manchester Combined Authority held on 28th March 2025.

17 URGENT BUSINESS

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

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Minutes of: **CABINET**

Date of Meeting: 16 April 2025

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

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

Jacqui Dennis, Neil Kisson, Kate Waterhouse, Will Blandamer, Jeanette Richards, Adrian Crook, Sue Massell, Paul Lakin, Peter Stokes, Sarah Porr, Chloe Ashworth and Alexander Burchell.

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

Apologies for Absence: Councillor C Cummins and Councillor L Smith

CA.343 APOLOGIES FOR ABSENCE

Apologies were received from Councillor C Cummins and L Smith.

CA.344 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA.345 PUBLIC QUESTION TIME

Notice had been received of the following 2 questions:

Questioner	Topic	Responding
Margaret Walker	Cyclops Junction	Cllr Quinn
Judith Sheppard	Pioneer Mills	Cllr Quinn

CA.346 MEMBER QUESTION TIME

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

There have been several consultations carried out by the Council recently. When I have asked for numbers of attendees at a consultation, number of residents providing verbal feedback, number of residents completing online feedback etc, the council has not always been able to provide me with full details. Also, when I have asked for aims, objectives and analysis of the outcomes of these consultations, they have sometimes not been supplied or are not clearly defined. Does the Council have a clear policy with regards to structuring and performing consultations and if so, is this made available to employees, consultants engaged to carry out surveys and residents?

Responding, Councillor O'Brien reported that the Council follows Government guidance and legal principles when conducting all consultations. The approach to the consultation will vary depending on the nature of the consultation. We ensure that all consultations are carried out at the appropriate time are clear concise and have a purpose; Dependent on the subject matter we ensure the length of the consultation is for a proportionate time. Consultations are tailored dependent on the needs and preferences of different groups. All responses are fully considered at the end of the consultation period.

A further supplementary question was submitted:

Could the Council have an individual or a group to oversee consultations?

Councillor O'Brien committed to arranging a meeting that brought Councillors and the Communications team together to look at the Council's approach to consultations.

CA.347 MINUTES

It was agreed:

That the minutes of the meeting held on 05th March 2025 be approved as a correct record.

CA.348 ADOPTION OF SUPPLEMENTARY PLANNING DOCUMENT 18 – DEVELOPMENT FRAMEWORKS FOR STRATEGIC SITE ALLOCATIONS AT ELTON RESERVOIR AND WALSHAW

The Cabinet Member for Strategic Growth presented the report which set out the results of the consultation on the draft Supplementary Planning Document 18, Development Frameworks for Strategic Site Allocations at Elton Reservoir and Walshaw and sought approval for the final Supplementary Planning Document to be formally adopted.

Councillor M Smith sought assurances regarding staff capacity to deliver the large scale planning developments proposed over the coming years. The Leader and Paul Lakin, Executive Director of Place provided reassurance that the supplementary planning documents created will guide the quality of the developments and negate complexities that could otherwise arise. Some of the larger developments may also demonstrate a need for an expanded planning team.

Members also discussed the commitment for the agreement to financially support infrastructure for education or a financial contribution towards it.

Decision:

The Cabinet:

1. Note the responses to the public consultation and the proposed post consultation revisions as set out in Appendix 3 to this report.
2. Approved the revised SPD as the final version to be adopted and published.
3. Delegated authority to the Executive Director (Place), to make any minor non-material editorial amendments to the SPD ahead of its final publication.

Reason for the decision:

The adoption of the document will ensure that consistent guidance is in place to inform the scope and content of the comprehensive masterplans and phasing strategies that are required

to be prepared for the strategic housing sites at Elton Reservoir and Walshaw that are allocated in the adopted Places for Everyone Joint Plan.

Other options considered and rejected:

To not adopt the SPD, this would prevent the use of consistent guidance to inform the scope and content of the comprehensive masterplans and phasing strategies for each site.

CA.349 WHITEFIELD PLAN

Cabinet Member for Strategic Growth presented the report which outlined 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.

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.

Councillor Bernstein states that the plan is well laid out with clear timescales. It was requested that officers include Whitefield Councillors regarding plans and discussions regarding the Whitefield Town Hall site.

Councillor Rafiq welcomed the Whitefield Plan.

Decision:

The Cabinet:

1. Noted the key themes outlined in response to consultation on the draft document
2. Accepted the post consultation amendments to the document
3. Approved 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.
4. Agreed 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.
5. Agreed the use of the Whitefield Town Centre Plan as a material consideration for the determination of planning applications

Reason for the decision:

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

Other options considered and rejected:

No other options were considered

CA.350 DOMESTIC VIOLENCE SUPPORT COMMISSIONING – SAFE ACCOMMODATION AND INDEPENDENT DOMESTIC VIOLENCE ADVISOR (IDVA) PROVISION

Councillor Walmsley, Cabinet Member for Communities and Inclusion presented the report which outlined the Bury Domestic Abuse Safe Accommodation Strategy, procurement exercise

to secure Safe Accommodation provision and extend the existing Domestic Abuse safe accommodation provision and core IDVA contracts.

Decision:

The Cabinet:

1. Approved the Bury Domestic Abuse Safe Accommodation Strategy.
2. Approved an open competitive procurement exercise to secure Safe Accommodation provision for the period of 1st November 2025 to 31st March 2028, with the option at the discretion of the Council to extend for a further year. 2.3 Approve an open competitive procurement exercise to secure core victim support (IDVA/ support workers) provision from 1st November 2025 to 31st March 2028, with the option at the discretion of the Council to extend for a further year.
3. Extend the existing Domestic Abuse safe accommodation provision and core IDVA contracts, utilising existing budgets, to cover the period November 2024 to end of October 2025 to maintain provision during approval of strategy and tender exercise set out in 2.2 and 2.3 at a value of £380k and £131K respectively.

Reason for the decision:

The strategy delivers on a statutory requirement within the Domestic Abuse Act 2021 to develop such an approach focusing on safe accommodation and the means by which to deliver on this.

The strategy outlines a proposed evolution of the approach to safe accommodation, reflecting input from those of lived experience and system partners, informing a revised set of commissioning intentions; whilst ensuring provision maintained whilst such procurement activity takes place.

Other options considered and rejected:

Enabling the provision of safe accommodation support is a requirement under the Duty, as is the development of a strategy to outline the approach to such accommodation. The strategy provides the means to inform the commissioning of provision that can best meet local needs and circumstances.

To not update develop such an approach would fail to capitalise on the journey made in recent years but more importantly miss the opportunity to further tailor and target the focus of such support provision.

CA.351 Q3 ADULT SOCIAL CARE QUARTERLY PERFORMANCE REPORTS

Councillor Tariq, Cabinet Member for Health and Wellbeing provided an overview of the Q3 Adult Social Care Quarterly Performance Report.

Decision:

The Cabinet:

Note the report.

Reason for the decision:

N/A.

Other options considered and rejected:

N/A.

CA.352 TOPPING MILL MENTAL HEALTH SUPPORTED LIVING SCHEME

The Cabinet Member for Health and Wellbeing presented the report which requested approval for the Division to award a contract to a care provider for the Topping Mill Mental Health Supported Living Scheme.

Decision:

The Cabinet:

1. Award Rethink Mental Illness a 3-year contract for the mental health supported living tender for the Topping Mill scheme.
2. Enter a 3-year arrangement (July 2025 to Jun 2028), with an option to extend for +1 year and +1 year, subject to performance and review.
3. Delegate finalisation and sealing of this contract, including any clarification, to the Director of Law and Democratic Services in consultation with the Executive Director for Health and Care.

Reason for the decision:

The Bury Housing with Additional Needs Strategy and Market Position Statement analysed the existing provision of mental health supported accommodation services and predicted the growth needed to meet future demands. The Market Position Statement indicates that an extra 86 units of mental health supported accommodation is needed by 2025.

Our commissioning intentions are to increase the provision of self-contained supported accommodation and reduce the number of units offering shared supported accommodation. The proposed scheme at Topping Mill offers 'own front door' apartments.

The proposed model for Topping Mill will offer medium term support for up to 5 years, supporting people to develop person-centred recovery towards greater independent living. The scheme will improve wider system flow creating accommodation and support options for people who are clinically ready for discharge from hospital, the scheme will offer 24/7 supported living and will fill a deficit in local provision.

A competitive procurement process has been completed to identify the most suitable care provider for this new scheme.

Other options considered and rejected:

The Public Procurement Contracts Regulations 2015 do not allow for light touch or direct award in this case.

CA.353 RETENDER OF SUBSTANCE USE SERVICE CONTRACT

Cabinet Member for Health and Wellbeing presented the report which outlined that Bury Council commissions Greater Manchester Mental Health (GMMH), an NHS provider, to deliver substance use treatment services. Following an exploration of various retender options and productive discussions with neighbouring Local Authorities, including Salford and Trafford Councils, plans are progressing to collaborate and form a cluster to jointly tender for future

substance use treatment services under a new long-term contract lasting five years, with the option of a two-year extension. This tender aims to collaboratively commission a partnership model for delivering substance use treatment and recovery services, building on the successes of the current partnership model.

Decision:

The Cabinet:

1. Agreed for Bury Council to partner with fellow Local Authorities (Salford and Trafford Councils) to deliver joint tender of substance use treatment and recovery services from 1 April 2026 on a long term 5 + 2 year contract.
2. Agreed for Bury Council to join the open procurement with Salford and Trafford Councils and commission new substance use and recovery services with Salford Council as the lead LA.

Reason for the decision:

Bury Public Health team has considered how best to utilise limited resources, identifying a joint tender with neighbour LAs (Salford and Trafford Councils) as the most viable option. Given that several GM councils are in a similar position and all needing to recommission their services, this approach will ensure that future substance use services provide the best value for money and maintain high quality standards.

It will also optimise the substance use workforce in GM, reduce management overhead costs, and leverage economies of scale by pooling resources by commissioning as a tri-borough cluster.

Joint procurement offers the advantage of benefitting from previous wider market testing, which has already taken place with other GM LAs. Bury Council will also benefit from shared procurement, legal, and commissioning capacity, reducing the financial burden associated with tendering for a new service.

Pooling resources makes this procurement opportunity more appealing to prospective providers, as successful bidders will gain a substantial share of GM areas if successful at the tender.

A joint retender for the substance use contract reduces duplication and administrative overheads, enhancing financial sustainability and delivering better value for money for our residents in Bury and GM.

Coordinated services across the three GM LAs ensure seamless support for service users, minimising disruptions in care and eliminating a postcode lottery with disparities in service provision across GM.

Cluster commissioning enables the development of innovative service models and provides greater adaptability in responding to emerging substance use trends locally.

Would align with current / planned projects and external funding streams, such as OHID grants which we currently deliver with Salford and Trafford Council's.

Maintains the partnership between partnership authorities (Salford and Trafford) who will also be ending their contract with GMMH on 31/03/2026. This currently allows for economies of scale of work, shared back-office functions and a peer support approach across all organisations involved.

Cluster commissioning model is successfully used for Bury's Sexual Health contract, where Bury, Oldham and Rochdale Councils collaborate.

The retender process will consider the various elements of the substance use service which includes adults, young people, and assertive outreach. This may mean we consider tendering for more than one provider to cover all service needs effectively. Collaborating with Salford and Trafford Councils allows for a pooled budget, shared expertise, and more efficient use of resources across commissioning, procurement, and legal functions. This leads to improved retendering processes and enhanced service delivery. A joint approach across GM facilitates the adoption of best practices, ensuring a higher standard of care and more consistent support for people in Manchester facing substance use challenges. Partnering with Salford and Trafford Councils strengthens collective bargaining power with service providers, leading to better contract terms, reduced overhead and management costs, and improve service quality. Standardised KPIs and Outcomes Framework supports data reporting and improves trend identification, prevention strategies, and targeted interventions aligned with OHID national priorities.

Other options considered and rejected:

Considerations as to whether Bury contracts solely:

1. Bury Council would hold a contract with service providers and greater control over contract terms and conditions
2. Ensures clear lines of responsibility of service outcomes and reporting.
3. Might attract a wider range of SME bidders who are unable to bid for a larger volume contract.

Considerations as to whether to adopt a tripartite approach:

1. Provides an opportunity to collaborate with other GM LA's who are tendering for the same service, for the same timeframe, we would benefit from the economies of scale work as previously not had the opportunity before for this service in Bury.
2. Reduced substance use treatment and recovery provision in Bury from 2025/26 due to the loss of shared resources, as we have been commissioning the same providers as other GM Local Authorities over the past five years. This may lead to potential staff remodelling and increased overhead management fees if a single contract.
3. Limited scope of competitive bids across providers due to the contract value available in Greater Manchester, as other GM areas tendering for services simultaneously may attract more providers.
4. Disruption to current service users and staff arising from uncertainty regarding future providers and potential negative impacts on service performance.
5. Increased administrative burden as managing an independent tendering process will require more time, effort, and resources.
6. Reduced provider interest due to the limited financial envelope available for Bury's substance use services compared to other GM areas tendering at the same time. Bury may see less engagement, as providers may prioritise larger joint contracts over smaller independent contract.

CA.354 TENDER OF CARER SERVICES

Cabinet Member for Health and Wellbeing presented the report which sought approval for the Community Commission division to award the contract for the Adult Carers Service. The contract is for the period 1st June 2025 to 31st May 2029 with an extension option at the discretion of the Council for a further 12-month period, subject to performance and review. The contract value will be £200,000 per annum with contractual arrangements for a 4-year period.

Decision:

The Cabinet:

1. Approve the award of the adult carers service contract to N-compass – towards a brighter future for the period 1st June 2025 to 31st May 2029 with an extension option of a further 12-months, subject to performance and review.
2. The contract value will be £200,000 per annum with contractual arrangements for a 4-year period. There will be an option to extend the contract for an additional 12-months subject to performance and review.
3. Delegate finalisation and sealing of the contract, including any clarifications, to the Director of Law and Democratic Services in consultation with the Executive Director for Health and Care.

Reason for the decision:

To reflect the new commitments in the Strategy there is a need to refresh the current service specification delivered by the commissioned provider. Current contractual arrangements end on the 31st May 2025, therefore there is a need legally to procure for a new service.

The Local Authority has a duty to provide care and support to those individuals assessed as needing this pursuant to assessments under Part 1 Care Act 2014. This includes under s 10 a duty to assess carers who may have needs for care and support and under s 20 a duty or power in general terms to provide any assessed eligible care and support needs for carers

Other options considered and rejected:

Alternative options are not applicable due to Procurement rules not allowing for any further extensions to previous contractual arrangements.

CA.355 SENSORY IMPAIRMENT STRATEGY

Cabinet Member for Health and Wellbeing presented the report which outlined the Adult Social Care Sensory Impairment Strategy 2025 – 2029.

Councillor Bernstein reminded members of Cabinet of the Council motion regarding Blind and Visually Impaired People in Bury and asked that any review of the Adult Social Care Sensory Impairment Strategy is aligned with the Council Motion and Feasibility Study.

Councillor Morris welcomed the strategy but wished to note that on future review the Strategy should consider the environment and places and the impact on Blind and Visually Impaired people.

Decision:

The Cabinet:

1. Cabinet is asked to note the Adult Social Care Sensory Strategy for Adults and increase the profile of the Strategy in relevant forums.

Reason for the decision:

The Strategy signals Adult Social Care, together with our partners, intent to focus on improved outcomes and support for people in Bury with sensory impairments.

Other options considered and rejected:

None.

CA.356 ALL- AGE WORK AND SKILLS STRATEGY

Cabinet Member for Culture, Economy and Skills presented the report which outlined the all-age work and skills Strategy for Bury Council.

The All-Age Work and Skills Strategy sets out our intentions to create an integrated work, health and skills delivery system across the borough. Its intention is to support lifelong learning and aspiration across all ages from the education system (secondary and FE) to our working age residents.

The Strategy is purposely focused on the emerging opportunities of Northern Gateway with ambitions to ensure our young people are aware of emerging sectors when they make key decisions in their education journey.

Decision:

The Cabinet:

1. Noted the progress made with the All-Age Work and Skills Strategy.
2. Approved the adoption of the strategy subject to any final amendments, design and formatting.
3. Approved the launch of the Strategy at the Bury Means Business 'Business Networking Event' on the 18th June 2025. The Networking event will be a platform for business from Bury and beyond to showcase their products and services and make connections.

Reason for the decision:

To enable the All-Age Work and Skills Strategy to move to the final phase, sign off content and format, complete the supporting delivery action plans, produce a formatted, publishable version and prepare for launch.

Other options considered and rejected:

No other options were considered/were applicable.

CA.357 PROPOSED ITB4 (INTEGRATED TRANSPORT BLOCK 4) PROGRAMME OF ROAD SAFETY WORKS 2025/26.

The Cabinet Member for Environment, Climate Change and Operations presented the report which sought formal approval to proceed with the Integrated Transport Block (ITB) Minor Works Road Safety programme of works for financial year 2025/26. These schemes support Bury's Road Safety strategy and Transport for Greater Manchester's Vision Zero strategy of improving road safety and reducing road danger on the roads of Bury. The total funding allocation for the proposed schemes is £543,000 from ITB funding provided by Transport for Greater Manchester.

Decision:

The Cabinet:

1. approved the proposed ITB programme of works for 2025-26.

Reason for the decision:

To meet the commitments to spend ITB monies on behalf of TfGM. 8. Delays to the progression of the schemes may risk funding withdrawal by TfGM and impact the council's reputation with TfGM and the Department for Transport (DfT).

Other options considered and rejected:

- Selection of other safety schemes lower down the priority list.
- Costs. ITB is provided for the introduction of more moderate sized road safety schemes which it is hoped will provide good returns in improving road safety and reducing road danger reduction. The funding is not to be used on one large project.
- Not proceeding with the schemes could result in funding withdrawal by TfGM.

CA.358 HIGHWAYS CAPITAL PROGRAMME UPDATE

Cabinet Member for Environment, Climate Change and Operations presented the report which outlined the proposed spending priorities for the remaining years of the Highway Maintenance element of the City Regional Sustainable Transport Settlements (CRSTS) funds, including structures, to take account of changing need for spend on structures. An updated scheme list for the structure's element will be presented within the Appendix of the report.

Decision:

The Cabinet:

1. Approved the updated programme of structures schemes.
2. Delegated authority to the Cabinet Member for Environment, Climate Change and Operations to approve any changes in the ranking required by fluctuations in construction prices and network deterioration that are recommended by officers be extended to include structures to allow flexibility for shifting priorities.

Reason for the decision:

The Council as the Highway Authority in Bury has a statutory duty to maintain those parts of the public highway, including structures deemed to be publicly maintainable.

The condition of the Council's highway and bridges stock is assessed annually, leading to changing priorities year on year, which needs to be reflected in the on-going programme as some parts of the network and associated structures deteriorate more quickly than others

Other options considered and rejected:

To continue with the previously approved programme, which would not fund some vital structures works and lead to unacceptable health and safety risks.

CA.359 MILLWOOD PRIMARY SPECIAL SCHOOL-REQUEST FOR APPROVAL TO PROCEED TO THE PCSA STAGE WITH A CONTRACTOR.

In the absence of the Cabinet Member for Children and Young People the Leader and Cabinet Member for Strategic Growth presented the report which outlined to Cabinet the latest position

and details of the Northwest Construction Hub (NWCH) provisional milestone dates. Indicative budget costs were approved at the February 2025 Cabinet meeting. The report sought approval to proceed to the Pre-Construction Services Agreement stage (PCSA) for the construction of the new wing extension; roofing remedial and other outstanding defects scheme.

The potential value of the full contract enables the Council to utilise for procurement purposes the NWCH High Value Construction Framework Lot 1 (£8m to £25m) pre-qualified panel of Contractors.

Decision:

The Cabinet:

1. Approved entering into a Pre-Construction Services Agreement stage (PCSA) with the Kier construction the contractor selected
2. Delegated finalisation of the terms of the Agreement to the Director of Law and Democratic Services in consultation with the Executive Director for Children and Young People.

Reason for the decision:

Approval to proceed to PCSA stage is required for the Millwood scheme to progress. This enables the detail of the project to be developed, enabling greater confidence in the capital cost and programme for delivery. The previous scheme was developed to RIBA Stage 4 but unfortunately the contractors ISG went into Administration in September 2024. Allowing a new contractor time to develop the RIBA Stage 4 is required by the Northwest Construction Hub (NWCH) two stage process. This allows for design responsibility handover and Client Engagement Meetings to take place with the selected Contractor Partner prior to the bid being submitted.

Cabinet approval to proceed to the PCSA stage is needed at the April 2025 Cabinet meeting to ensure a quicker start on site to achieve the tight deadlines for the 4th wing extension and completion of the roofing remedial/outstanding defects work.

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

Urgent completion of the roofing remedial works/other outstanding defects is required. This has already been delayed due to the previous contractors going into Administration.

At the end of the next stage, RIBA 4, the bid will be returned and finalised figures will be available. They will then be reviewed internally and validated by independent quantity surveyors Poole Dick. That firm carried out a similar exercise in respect of the ISG bid last year. This will provide Cabinet with valuable additional assurance. Provided that the bid figures can be recommended a further report will then be submitted to Cabinet in July 2025 seeking approval to enter into a Contract on that basis.

Other options considered and rejected:

Do nothing. If we don't proceed with the extension this would mean pupils being sent to out of borough provisions which would be at a large cost to the council.

We must address the roofing remedial works/other defects as a priority as the original contractors only re-roofed approximately half of the school roofs. The roof is deteriorating and needs to be replaced as soon as practically possible.

CA.360 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 07th February 2025 be noted.

CA.361 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.362 TOPPING MILL MENTAL HEALTH SUPPORTED LIVING SCHEME

The Cabinet Member for Health and Wellbeing presented the Part B report which set out the full financial details requesting approval for the Division to award a contract to a care provider for the Topping Mill Mental Health Supported Living Scheme.

Decision:

The Cabinet:

1. Award Rethink Mental Illness a 3-year contract for the mental health supported living tender for the Topping Mill scheme.
2. Enter a 3-year arrangement (July 2025 to Jun 2028), with an option to extend for +1 year and +1 year, subject to performance and review.
3. Delegate finalisation and sealing of this contract, including any clarification, to the Director of Law and Democratic Services in consultation with the Executive Director for Health and Care.

Reason for the decision:

As set out for Part A.

Other options considered and rejected:

As set out for Part A.

COUNCILLOR E O'BRIEN
Chair

(Note: The meeting started at 6.00 pm and ended at 7.39 pm)

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Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 11 June 2025
Subject:	Adult Social Care Performance Quarter Four Report 2024/25	
Report of	Cabinet Member for Adult Care, Health and Public Service Reform	

Summary

1. This is the Adult Social Care Department Quarter 4 Report for 2024-25. The report outlines delivery of the Adult Social Care Strategic Plan, preparation for the new CQC Assessment regime for local authorities and provides an illustration and report on the department's performance framework.

Recommendation(s)

2. To note the report.

Reasons for recommendation(s)

3. N/A.

Alternative options considered and rejected.

4. N/A.

Report Author and Contact Details:

Name: Adrian Crook

Position: Director of Adult Social Services and Community Commissioning

Department: Health and Adult Care

E-mail: a.crook@bury.gov.uk

Background

5. This is the Adult Social Care Department Performance Report covering Quarter 4 of 2024-25.

Links with the Corporate Priorities:

6. The Adult Social Care is Department is committed to delivering the Bury 'LETS' (Local, Enterprising, Together, Strengths) strategy for our citizens and our workforce.

Our mission is to work in the heart of our communities providing high-quality, person-centred advice and information to prevent, reduce and delay the need for reliance on local council support by connecting people with universal services in their local communities.

For those eligible to access social care services, we provide assessment and support planning and where required provide services close to home delivered by local care providers.

We aim to have effective and innovative services and are enterprising in the commissioning and delivery of care and support services.

We work together with our partners but most importantly together with our residents where our intervention emphasises building on individual's strengths and promoting independence.

We ensure that local people have choice and control over the care and support they receive, and that they are encouraged to consider creative and innovative ways to meet their needs. We also undertake our statutory duties to safeguard the most vulnerable members of our communities and minimise the risks of abuse and exploitation.

Equality Impact and Considerations:

7. In delivering their Care Act functions, local authorities should take action to achieve equity of experience and outcomes for all individuals, groups and communities in their areas; they are required to have regard to the Public Sector Equality Duty (Equalities Act 2010) in the way they do carry out their work. The Directorate intends to drive forward its approach to equality, diversity and inclusion, ensuring that equality monitoring information is routinely gathered, and consider how a realistic set of S/M/L-term objectives may help to focus effort and capacity.

Environmental Impact and Considerations:

8. N/A

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
N/A.	N/A.

Legal Implications:

9. This report demonstrates the Council's preparation for the new CQC inspection regime, its Care Act 2014 statutory duties and the strategic plan for Adult Social Care. This report demonstrates adherence to the law.

Financial Implications:

10. There are no financial implications arising directly from this report.

Appendices:

Data sources and what good looks like.

Background papers:

Adult Social Care Strategic Plan 2023-2026

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

Term	Meaning	
CQC	Care Quality Commission	

Adult Social Care Performance Report for Quarter Four, 2024/25

1.0 Executive Summary

Quarter 4 marks the end of another year of our business planning cycle and gives us the opportunity to look back on the year and review our performance over the year as well as our progress against our objectives which excuses a larger executive summary this time.

1.1. Performance

24/25 has seen another year where demand has shown consistent growth over 23/24 with the number of people contacting our department up by 200 per month, a rise of 14%. A large part of this rise has been from the continued expansion of Rapid Response and Virtual Ward services that respond urgently to avoid unnecessary and premature admission to care services as well as avoid unnecessary hospital admission and support people at home. Without the expansion in these 2 services the increase in demand would have been much less and in line with population growth.

Despite these demand challenges we have still seen great progress in continued reduction in waiting lists over the year dropping from well over 100 people waiting to see a social worker this time last year to just 60 at the end of Q4. This has been delivered by increased productivity in our social work teams and can be seen in an increase in the number of assessments completed over the year with the average number of needs assessment each month growing by 25 compared to the previous year.

Greater reductions have also been seen in waiting lists for people needing the support of an occupation therapist following investment in additional staffing that reached a high 387 people waiting for minor and major adaptation assessments in August 2024 but reduced to 267 by December and have now further decreased to 178 in March 2025. Within this those waiting for major adaptations has dropped to 92.

The biggest improvement in waiting list reduction has been seen in those waiting for review where a reduction from 1400 to 850 people, a drop of 39%, has been seen as the investment in additional staff to carry out reviews along with improvements in data quality and processes continue to embed.

The number of people using services in our borough continues to grow and rose by 4% overall in the last year. Some of this is explained by the work we have carried out to reduce waiting lists which sees more assessments completed. The biggest rises seen are in supported living and other community services. The other community services are explained by our new assistive technology services and supported living by our opening of mental health supported accommodation schemes. The numbers of people with a learning disability in supported living has not increased. However, we have also seen the use of residential care rise by 4.9% which is higher than population growth. This has been the result of a change in NHS processes for assessing continuing health care where patients are no longer funded by the NHS at the point of discharge from hospital, but rather funded as normal pending CHC assessment, this has seen a rise in the number of nursing home placements funded by the council that is responsible for this growth.

Overall, this suggests we still have more to explore over the coming year with increasing the use of our intermediate care services and a strengthening of our strengths based approach to care and support to ensure we are doing all we can to help our residents prevent, reduce and delay the need for care and support.

Our obsession to make safeguarding everyone's business saw the number of concerns rise from an average of 150 a month to over 200 per month as greater awareness was raised across our system. We have also been more successful in both asking and achieving outcomes with 90% now asked, compared to 74% a year ago, and 94% either fully or partially achieved, compared to 84% a year ago.

Of note throughout 24/25 has been the quality and sustainability of our care market. There have been no provider failures this year and no contracts have been handed back. We continued our focussed support to some providers who had previously been rated Inadequate or required improvement which following reassessment by the Care Quality Commission saw our quality ratings continue to improve. 90.9% of our care home beds are now rated Good or Outstanding which sees Bury's care home beds rated 12th highest in England and compares to an England average of 74%.

The remainder of our community services are rated 4th highest in Greater Manchester. We have only 1 supported living provider rated Requires Improvement and this year we will recommission our home care providers which will result in only care at home providers rated Good or Outstanding being commissioned.

Not seen in this data set but presented to our safeguarding board we have seen the number of acts of neglect or omission in our care services drop by half, which demonstrates the support we provide to our care providers really is making our services safer.

2024 to 2025 has been a great year for our social work workforce which has seen additional posts added in our reviewing team, our neighbourhoods, our intermediate care services and our safeguarding service. This year we have also supported more social work apprentices than ever before. Our vacancy rate has never been lower at only 3% and our staff engagement results from the pulse survey are the best across the whole council.

1.2. Objectives

For 24/25 these were to:

- Continue our transformation of learning disability services
- Continue our improvement of social work services
- Ensure we delivered superb intermediate care
- Make safeguarding everyone's business
- Deliver a local and enterprising care market
- And connect unpaid carers to quality support services

1.3. Transforming learning disability services

This year saw the full implementation of new preparing for adulthood team where we work with Children's services to ensure our younger residents a smooth transition into adult services. This team is now fully established and met its Q4 milestone of having every young person aged over 17 allocated to an adult's worker and having an assessment under the Care Act.

Our Together Towards Independence programme continued with staff being trained in the progression model ensuring our residents with a learning disability can be as independent as possible. In the coming year we will see the recommissioning our learning disability providers to ensure they are all working to this strengths-based approach designed to improve outcomes.

We have also formed the networks needed to develop our autism strategy and look forward to this being delivered in 25/26

1.4. Excellent Social Work

A large focus of this objective was to reduce our waiting lists and times which has been hugely successful, but we have also implemented a new progression policy and embedded our quality assurance system for case work which now involves the collection of feedback from our users.

We more than doubled the number of apprentices with the help of a grant from the Department of Health and Social Care and have recently joined the Think Ahead programme which supports the training of additional social workers to work in Mental Health.

We also welcomed a new Principal Social worker to our team who brings with her even more experience that will help us further improve the quality of our social work practice.

1.5. Superb Intermediate Care

A business case was prepared that saw additional investment in our Reablement Services to ensure even more people can benefit.

The home from hospital virtual ward service was implement and now supports up to 70 people every day who would otherwise be in hospital.

We have prepared a new intermediate care strategy for 2025 onward which will be ready for publication in the new financial year.

We finally took the plunge and purchased an electronic care record for our care services which will be in use from Q1 of 25/26.

Our work with our partners in the hospital as part of the front runner programme has seen our older residents and those with dementia in hospital supported to keep active and engaged whilst inpatients and as a result, we have seen demand for home based services rise and bed based services freed up to take more dependent patients. We have also supported more residents with dementia at home following hospital discharge. This programme called the 'Days Kept Away from Home Collaborative' went on to win a Health Service Journal Award for best partnership working as well as 2 highly commended in other categories.

1.6. Safeguarding in Everybody's Business

A multi-agency risk management protocol was developed and implemented by our safeguarding board partners.

We launched our safeguarding transformation programme for our operation teams and are well on with the design phase ready for implementation next year.

We have also improved our work implementing actions from safeguarding adult reviews and delivered a greater number of learning and improvement events.

Processes have been changed and improved within the safeguarding team that see enquiries being completed faster and more people fully or partially achieving their outcomes.

1.7. A Local and Enterprising Care Market

This programme saw the delivery of a brand-new quality assurance framework for our care providers. Our care workforce provider support offer was enhanced, and a new workforce strategy has been developed and is due to be agreed at cabinet in in Q1. This will see Persona grow to help us support our care market with attracting, retaining and training the care workforce in Bury.

In addition to seeing the continued delivery of our housing strategy which has delivered over £10m of inward capital investment in new accommodation schemes this programme has also developed an Extra Care Housing Strategy due for cabinet agreement in July 2025 and is now planning a refresh of our housing with additional needs strategy.

A Dementia and Ageing Well strategy have been developed, and work is almost complete on our prevention strategy.

We've also renewed our Internet Site and refreshed multiple parts of the Bury Directory making it easier to find information and advice. The Carers pages underwent huge transformation as part of our development of our new carers' strategy.

Underway now and due for delivery in 2025 is our new home care provision tender which will see all the borough's home care recommissioned.

1.8. Connecting Unpaid Carers to Quality Support Services

This priority saw the development of our new Carers Strategy and recommissioning of our carers' services. Developed with hundreds of our carers at large engagement events our strategy and its priorities were then co-produced with our co-production networks, a smaller group of carers and our carers service. We are now forming a carers co-production network who will help oversee the implementation of our strategy.

In addition to this, in partnership with Rochdale and Oldham our carers service N-Compass we utilised an accelerated reform grant to develop a new carers service for our residents who are in hospital.

1.9. And finally

Quarter 4 saw the department take part in a Local Government Peer Review where we hosted a group of health and social care professional for 3 days.

You can read a summary of their findings in the next section and the whole reported is appended to this report.

Whilst there is always more to do, they complimented the depth and breadth of our integration with our partners and praised our outstanding workforce for the difference they are delivery every day to our residents.

2.0 Delivery of the Adult Social Care Strategic Plan

- 2.1 Adult Social Care are committed to delivering the Bury 'LETS' (Local, Enterprising, Together, Strengths) strategy for our citizens and our workforce. Our mission is to work in the heart of our communities providing high-quality, person-centred advice and information to prevent, reduce and delay the need for reliance on local council support.
- 2.2 The Adult Social Care Strategic Plan 2023-26 sets out the Department's roles and responsibilities on behalf of Bury Council. It explains who we are, what we do, how we work as an equal partner in our integrated health and social care system and identifies our priorities for the next three years:



- 2.3 To build a health and social care system which will sustain our communities in the coming years within the funding available to us we need to look at providing support in different ways. Our journey over the next 3 years will be one of improvement and transformation, with the development of clear assurance mechanisms to enable transparency and accountability to the communities we serve. As we explore what social care delivery will look like 3 years from now, we will ensure that people who receive our support and their carers are at the heart of co-producing our social care delivery model and that their voice is central as we navigate through the financial and systemic changes we must make. The need for a new strategic priority to 'connect unpaid carers to quality support services' has been identified alongside the preparation of a new carers strategy in 2024/25 and progress will be included in future quarterly reports.
- 2.4 The 2023-26 Strategic Plan was refreshed in April 2025 supported by an updated annual improvement delivery plan which is monitored on a quarterly basis. Quarter 4 2024/25 delivery highlights include:

Priority 1 – Transforming Learning Disabilities

- Establishment of peer networks for autistic adults and families/carers.
- People with a learning disability and/or Autism a) taking up training opportunities saw an 18% increase on 23-24 and b) who have paid employment saw a 17% increase on 23-24.

Priority 2 – Excellent Social Work

- Q4 activity saw a review of our business plan following appointment of the new PSW with activity to be carried forward into a revised set of excellent social work improvement priorities for 2025/26.

Priority 3 – Superb Intermediate Care

- A review of reablement customer demand and capacity has been completed with additional staff being recruited to ensure the capacity of the service is sufficient to meet demand

Priority 4– Making Safeguarding Everybody’s Business

- Multi-Agency MARM protocol implemented.
- Safeguarding Adults Board learning and development practice session delivered.

Priority 5– A Local and Enterprising Care Market

- Provider Quality Assurance and Improvement Policy has been signed off and implemented which will see further improvement and monitoring of our community care services

Priority 6 – Connect Unpaid Carers to Quality Support Services

- Bury Adult Carers Strategy 2025-29 was approved.

3.0 Update on Care Quality Commission (CQC) Assessment of Local Authorities

- 3.1 Since the CQC finalized its assessment guidance for local authorities in December 2023, it has now published 27 completed assessment reports ([Local authority assessment reports - Care Quality Commission](#)) with most of the 153 councils working through the assessment process.
- 3.2 The CQC indicated that all local authorities yet to be notified, would be contacted between March and September 2025. The first council in Greater Manchester (Bolton) was contacted as part of the April notifications. The next two upcoming notification dates are 12th May and 9th June 2025.
- 3.3 Local progress in terms of CQC Assessment readiness activity includes:
- Reviewing the draft CQC Information Return.
 - Updating the Self-Assessment of Adult Social Care in Bury.
 - Confirming all local key contacts for the CQC for the site visit.
 - A 'Getting the Call' plan for pre-assessment site visit planning is in place.
 - Case tracking information preparation is underway.
- 3.4 In February 2025, an LGA Adults Peer Challenge took place at the request of the Adult Social Care Department, to support preparation planning for CQC inspection. A copy of the full report is attached as an appendix to this report.
- 3.5 Key messages from the Peer Challenge are summarised as follows:

Passionate and Committed Workforce. Staff across the adult social care directorate in Bury demonstrate a passion and positivity for their work.

A Clear and Well-Articulated Improvement Journey. Staff members are highly engaged in the ongoing improvement journey and can clearly articulate how strengths-based practice has been embedded within service delivery.

Resources and Team Support. Staff reported feeling well-equipped to carry out their roles effectively, with access to the necessary resources and support.

Strong and Self-Aware Leadership. The leadership of the directorate demonstrates a high level of self-awareness and is committed to creating an environment where staff can thrive.

Visible and Approachable Leadership. Staff consistently highlighted the visibility and accessibility of senior leadership within the service.

Financial Commitment to adult social care. In a challenging financial climate. The commitment to reinvesting in adult social care through additional staff resources demonstrates a proactive approach to sustaining the quality-of-service provision.

Effective Management of Waiting Lists. Significant progress has been made in reducing waiting lists for new assessments, reviews, and occupational therapy.

Exemplary Integration with Health Services. The integration of health and social care services at both operational and strategic levels in the council is commendable and serves as a model of best practice.

Strong Provider Relationships and Quality Assurance. The service's teams have established robust relationships with care providers, underpinned by a well-structured quality assurance framework.

Effective Safeguarding Partnership Working. The relationships within the Safeguarding Adults Board (SAB) are described by partners as robust suggesting effective multi-agency collaboration.

Commitment to Co-Production. The council demonstrates a genuine commitment to co-production, particularly among senior leadership and commissioning management.

Robust Oversight of Data, Quality, and Finance. The directorate was able to demonstrate to the peer challenge team clear oversight in data management, quality assurance and financial control.

- 3.6 A number of areas for consideration were also raised, these are summarised below, with improvement actions being undertaken by the Council:

Embedding Safeguarding Awareness Across All Teams. While safeguarding structures are in place, there is a need to ensure that safeguarding practice and referral pathways are consistently understood by all staff.

Action: A priority intervention within the Adult Safeguarding Programme is to agree a revised internal referral pathway for adult safeguarding from start to closure with referral routes out.

Enhancing Support and Engagement for Carers. Further work is required to ensure that carers fully understand the support available to them, how to access services, and how they can contribute to strategic planning.

Action: Work is planned for 2025/26 to establish a new carers' service, coproduction network and to develop a young adult carers' charter.

Embedding Equality, Diversity, and Inclusion (EDI) Across All Teams. While the Integrated Neighbourhood Teams (INTs) have made significant progress in considering ethnicity and religion in service delivery, other teams and aspects of EDI require further attention.

Action: Work has commenced on the preparation of an EDI plan for Adult Social Care to understand and address barriers to care and support, meet the diverse needs of communities and representation in our workforce.










Improving Website Accessibility and Communication Clarity. There is recognition that the accessibility of the corporate and adult social care webpages needs improvement to ensure residents can easily access information and support.

Action: Improved website content for adult social care is live following its redevelopment that had commenced prior to the Peer Challenge.

Expanding Commissioning Beyond Accommodation-Based Support. Currently, commissioning is largely focused on accommodation-based support. There is an opportunity to broaden this approach in partnership with the Voluntary, Community, Faith and Enterprise (VCFE) sector and with Persona.

Action: A refreshed set of commissioning intentions for 25/26 are being developed.

4.0 Highlight Report for Quarter 4, 2024/25

Adult Social Care - Quarterly Highlight Report - Quarter 4									
Obsessions	Performance Measures	Frequency	Polarity	Sparkline	Latest Data	Direction of Travel	Rank (higher is better)		Rank (lower is better)
							Peers (16) 23/24	NW (24) Q3 24/25	
Reduce the number of people waiting for a social work needs assessment	Number of people on waiting list for ASC needs assessment	Q	L		54	✓	4	24/25	3
	Median number of days waiting for an ASC needs assessment	Q	L		26	✓	4	24/25	4
Increase the number of people who have their safeguarding outcomes partially or fully met	Proportion of people that were asked about their outcomes	Q	H		85%	✗			11
	Of those who expressed outcomes the proportion of people who have their safeguarding outcomes fully or partially met	Q	H		100%	✓			7
Increase the number of people leaving intermediate care services independently	The proportion of people who received short-term services during the year where no further request was made for ongoing support	Q	H		85%	✗	3	8	
	The proportion of older people (65+) who were still at home 91 days after discharge from hospital	A	H		92%	✓	7		
Increase the number of people with a learning disability who are provided with the opportunity to live more independently	Number of people trained in the progression model	A	H		58				
	Number of customers who have had an assessment or review using the progression model	A	H		275				
Increase the number of people accessing care and support information and advice that promotes people's wellbeing and independence.	The proportion of people and carers who use services who have found it easy to find information about services and/or support	A	H		65%	✗	10		
	The proportion of people who use services, who reported that they had as much social contact as they would like	A	H		47%	✓			
Increase the number of people with lived experience who provide feedback	Number of feedback provided	Q	H		124				
Increase the number of unpaid carers identified	Total number of new carers registered with Bury Carers' Hub	Q	H		84	✗			

Annual Measures: ASCOF 24/25

Quarterly Measures: updated Q4 24/25

The Department has adopted an outcome-based accountability framework to monitor performance and drive improvement. Several outcomes have been chosen that will change if the objectives of our strategic plan are met, we call these our obsessions. An obsession is a key part of an outcome-based accountability framework where focus on these areas have positive knock-on effects right across our areas of work

In Quarter 4 we saw a small but anticipated increase in days waiting for assessment following the Christmas period, but this was quickly resolved in the following months, and we have maintained our positive performance standing in relation to this obsession, remaining 3rd in Greater Manchester for this measure.

Safeguarding outcomes continue to be strong, and further detail is available later in this report,

Quarter 4 showed a very small dip in the numbers of people leaving our short-term services independent at 85% but this continues to be above the England average of 83% and was only 1% lower than last quarter

One of our priorities is transforming learning disability services by implementing a strengths-based progression model throughout our services that support people with learning disabilities. This focuses on maximizing independence for individuals with learning disabilities by providing tailored support to gradually develop life skills, allowing them to progress towards greater autonomy in their daily lives, often through small, achievable steps and personalised goals based on their individual strengths and needs; it emphasizes a focus on increasing independence rather than relying on long-term care services.

So far, we have trained 58 social workers and care providers in this new model and 275 of our learning disability users have benefited from this new model of care and support planning.

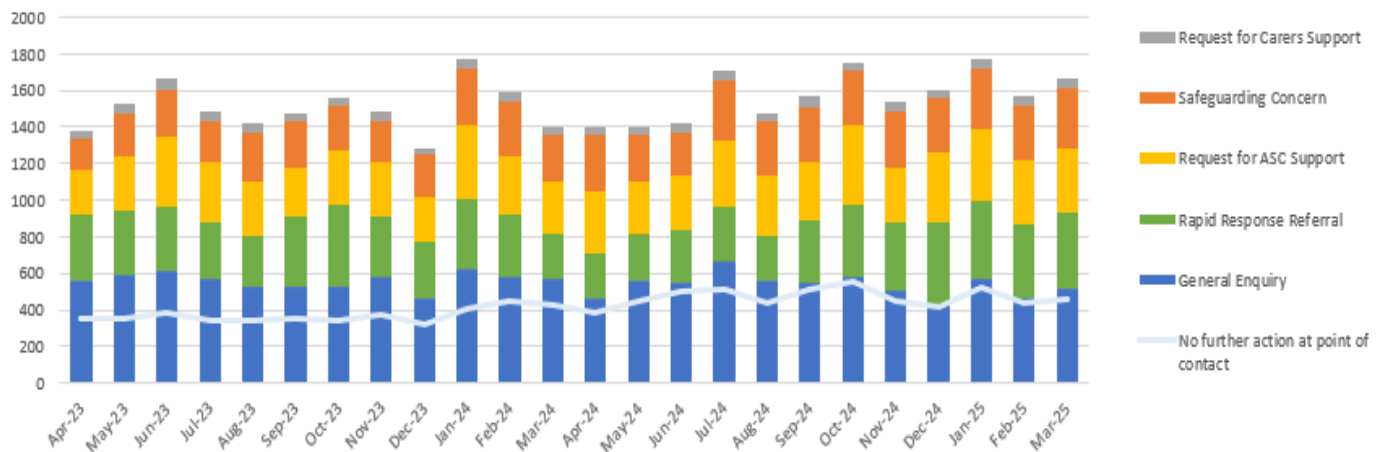
Improving the number of people accessing information is only collected annually as part of a national survey so this number will not change regularly. However, to ensure we can improve this we have been developing the council intranet and internet sites which went live in Q4, you can see them here [Health and Adult Social Care - Bury Council](#) or <https://www.bury.gov.uk/social-care-and-support/health-and-adult-social-care>

Our efforts to collect feedback from our users continues to embed and we are now collecting it regularly as part of our assurance processes for care services and case files audits. So far 386 people have provided feedback which will be used to inform the development of our services and service plans for 25/26.

4.1 Contacts

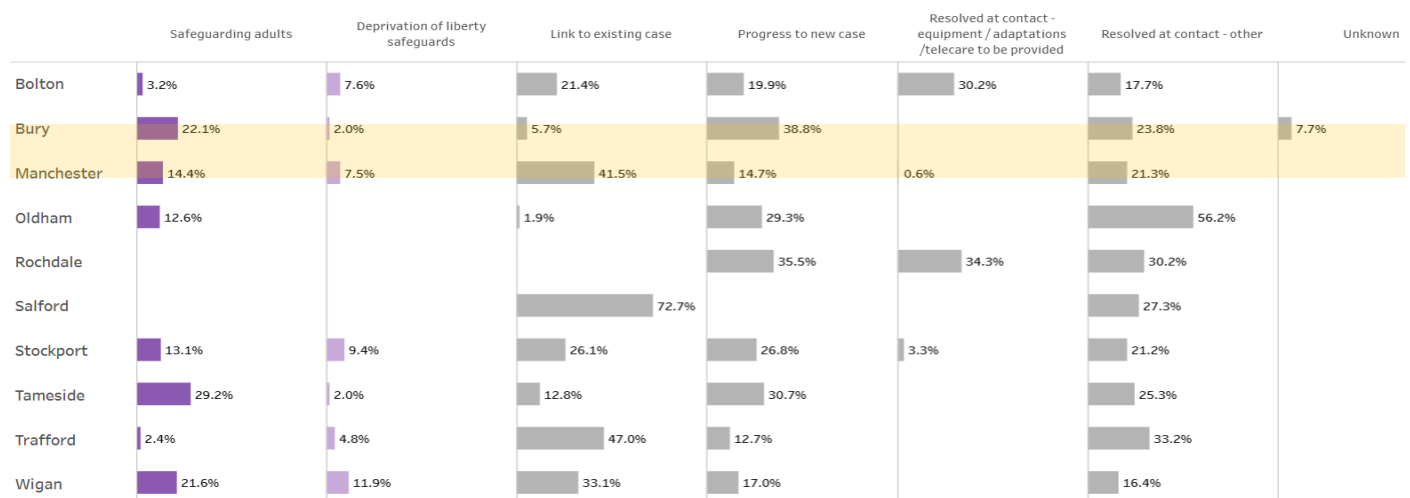
The primary means of public contact to request support, information and advice is through our care, connect and direct office (CAD). A higher proportion of contacts resolved by CAD means that people's enquiries are being dealt with straightaway and not passed on to other teams.

Number of Adult Social Care (ASC) Contact Forms recorded each month.



How does Bury Compare?

Contacts by Outcome | February 2025



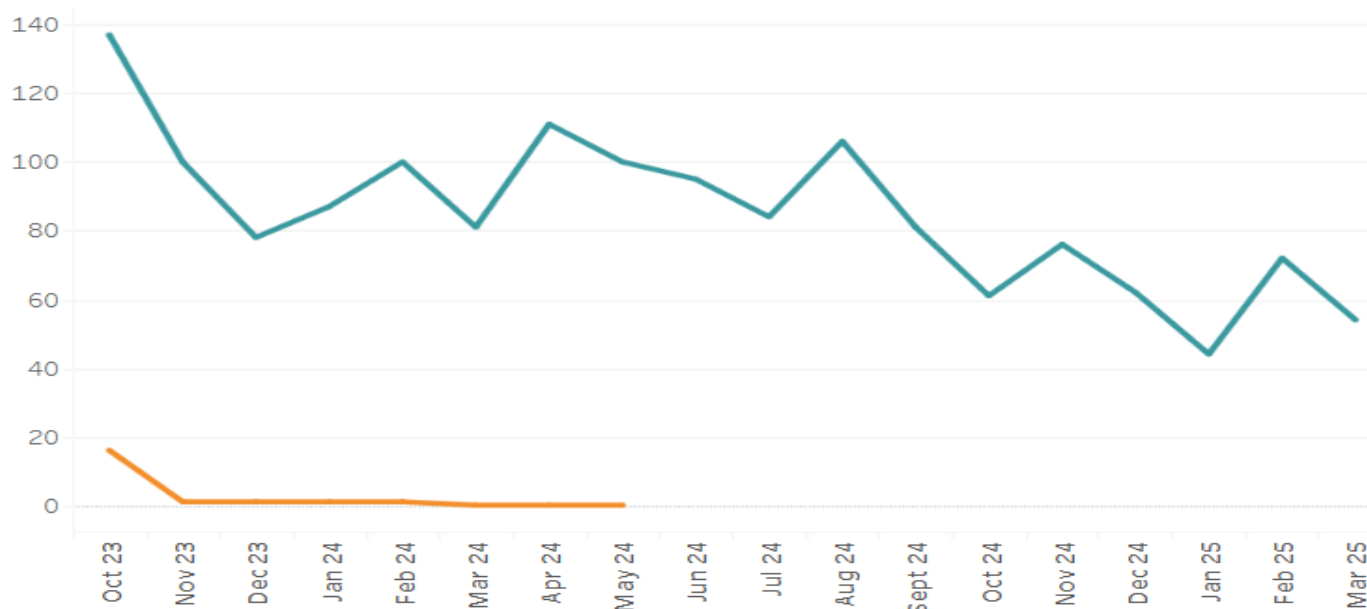
Contacts – Q4 commentary

This shows the number of contacts the department receive each month and what they were about. It also illustrates the number resolved by our contact centre.

Q4 showed volumes remaining at a busier level, January showed increased activity and is traditionally the most active month for all contacts. Activity returned to average levels during February and rose again in March but is now consistency 100 contacts per month higher than it was 2 years ago.

4.2 Waiting Times for Assessments and Reviews

People awaiting an assessment or review of their needs by social workers, occupational therapists, or deprivation of liberty safeguards assessors. Reduced waiting times lead to improved outcomes for people because they are receiving a timelier intervention.



How does Bury Compare – Needs Assessment?

Waiting List By Local Authority			Choose Date Range		Waiting list type desc		The Average Median Days for Greater Manchester is the Average of the LA medians rather than a true median value	
			Latest Snapshot Date		Needs assessment			
March 2025			Days waiting				N.B. Charts only show Single Snapshot Date	
	Median	Maximum						
Bolton	15	249	Bolton	122	53.9	1.6%		
Bury	26	61	Bury	54	35.8			
Manchester	11	356	Manchester	178	40.4	3.9%		
Oldham	48	706	Oldham	72	39.7	19.4%		
Rochdale	10	33	Rochdale	17	9.9	0.0%		
Salford	18	645	Salford	143	65.7	7.7%		
Stockport	25	198	Stockport	153	65.5	0.7%		
Tameside	56	287	Tameside	101	55.8	12.9%		
Wigan	57	177	Wigan	49	18.5	0.0%		
Greater Manchester	30	706	Total Waiting List		Waiting list per 100k pop. (18+)		% Waiting over 6 Months	

Waiting list – Q4 commentary

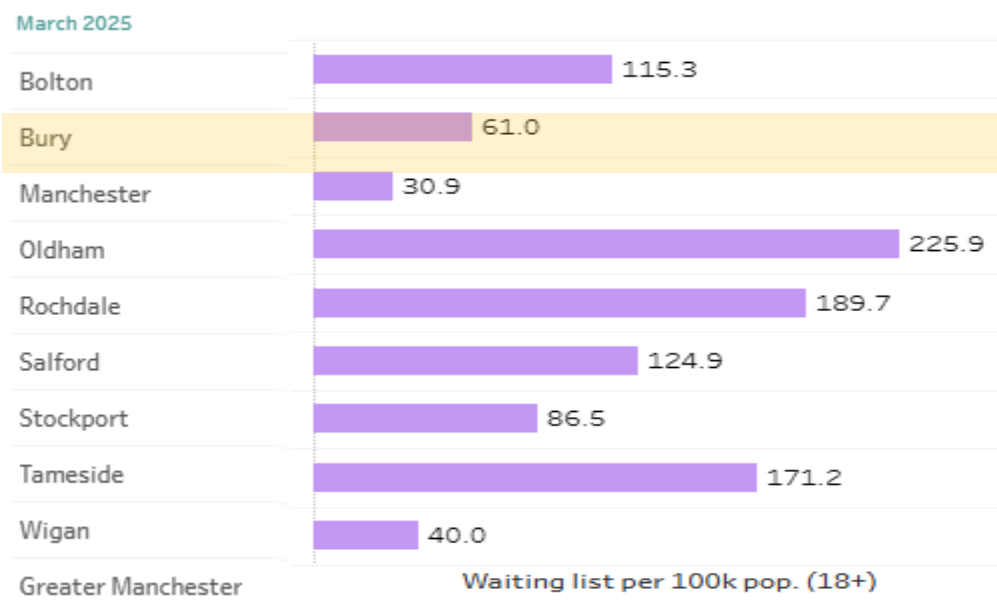
Progress continues to be made in reducing the numbers of people awaiting allocation for Care Act assessment through our targeted initiatives under the oversight of the Performance and Improvement Board. After a slight increase in days waiting in January (as is expected due to post holiday period demand) we have been successful in maintaining our position as 3rd in Greater Manchester against this metric. We remain in a strong position on cases awaiting allocation and our recent LGA Peer Review identified that staff and managers are supporting the reduced number of people awaiting allocation with focus to managing any residual risk and with appropriate

attention to prioritisation. Waiting well principles are being adhered to providing assurance that the reducing number of people awaiting assessment are 'waiting well'.

We continue to use data analysis to focus our performance strategies overseen by robust governance. Our vacancy rates in social work remain at an all-time low with continued and concerted effort towards further reductions in waiting times. Through the Adult Social Care Performance and Improvement Board managers across the department continue to focus on monitoring trends and themes in demand with continued refresh of the data recording and dashboards to evidence work undertaken and support efficiency in service delivery.

Efforts continue to focus on reducing the number of people waiting for an Occupational Therapy assessment, supported by the investment in two additional Therapists. This increased capacity has continued to show positive impact. After reaching a high of 387 people in August 2024, numbers reduced to 267 by December and have now further decreased to 178 in March 2025.

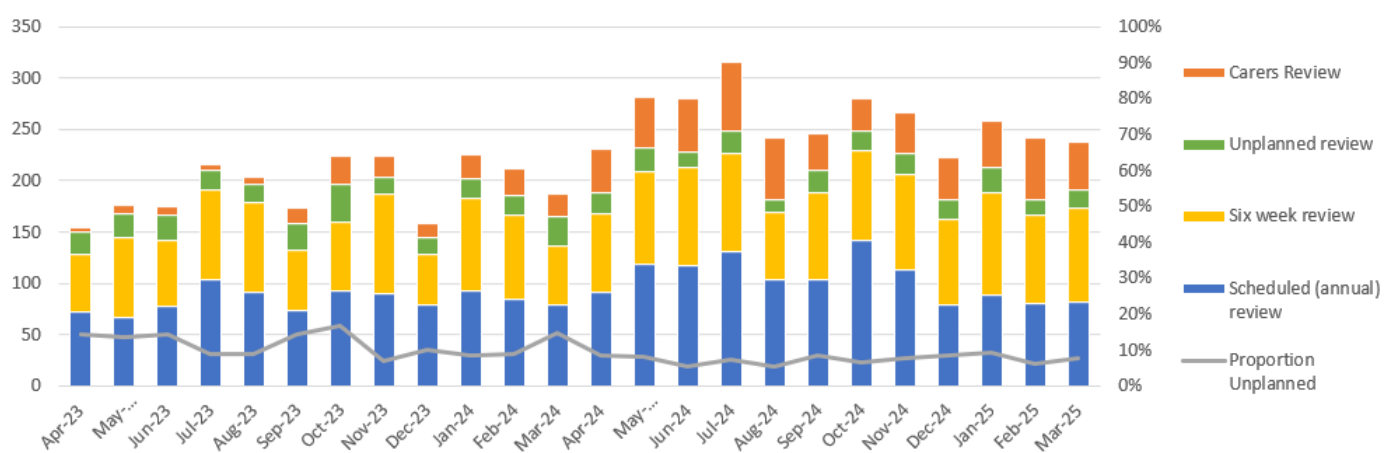
How does Bury Compare – OT assessment?



4.3 Reviews

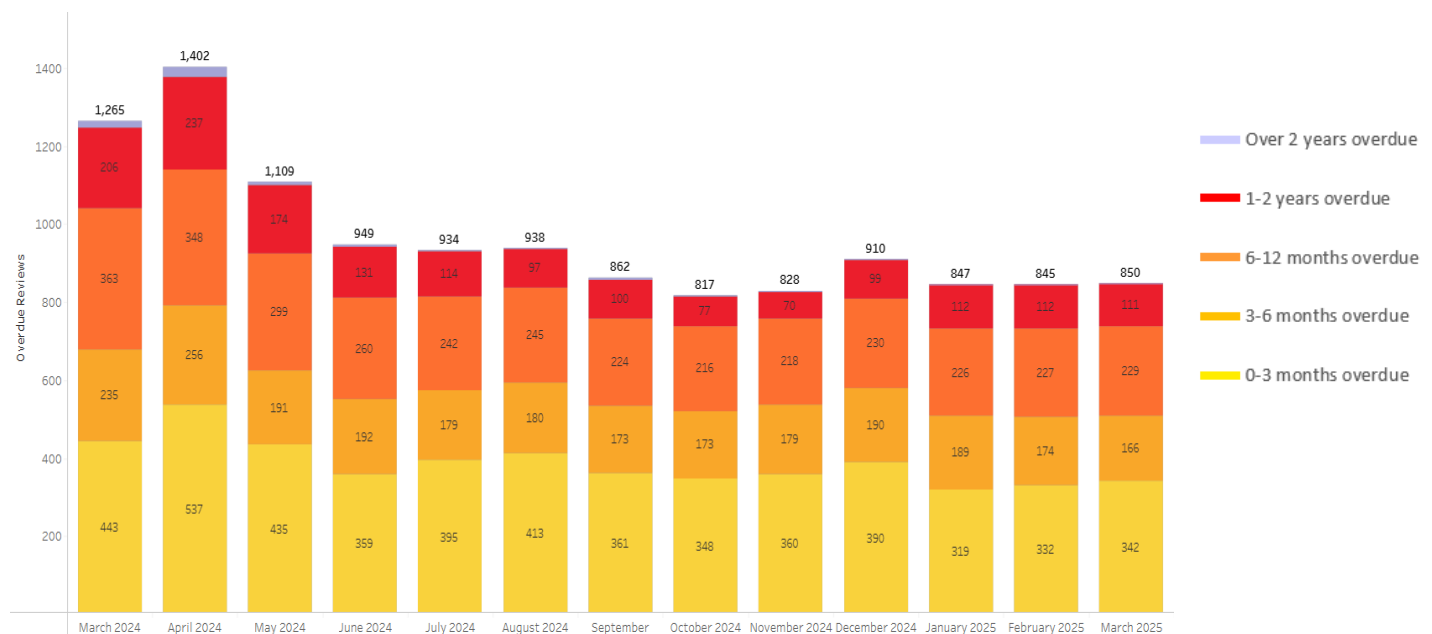
Adult Social Care reviews are a re-assessment of a person's support needs to make sure that they are getting the right support to meet their needs. Needs may change over time, and new services and technology may give someone more independence and improve their wellbeing. A lower proportion of unplanned reviews means that people are supported through scheduled reviews of their support needs rather than when a significant event has occurred requiring a change in support. Support packages should be reviewed every 12 months. It is important to note that it is not just the adult social care reviewing team who undertake reviews, however, most of the planned review activity is completed by this team.

Number of Adult Social Care Reviews Completed each month.



Note - the % axis references the grey line which is the proportion of unplanned reviews.

Number of Overdue Adult Social Care Reviews on the last day of each month



Reviews – Q4 commentary

This shows the number of people who have had a review of their care and support and those who are overdue an annual review. All the 3000+ people receiving long term services should receive an annual review each year and those new or in short term services should receive an initial review in the first 6 to 8 weeks of service commencing.

A review is an opportunity to ensure someone's care and support is meeting their assessed needs and their support is personalised to them. It is also an opportunity to ensure care is not resulting in dependence and provides an opportunity to reduce care to increase a person's independence. This also releases care back into the market to be used by others.

At the end of Feb 2025, 850 people were overdue a review. This is a significant reduction compared to the position 12 months ago when the average number of overdue reviews was 1200-1450, however, there is still further progress to be made given that the number of overdue reviews appears to be fairly stable over the past 6-9 months, though reassuringly, these figures are not increasing to the levels from 12 months ago.

This is significant progress when compared to the position 12 months ago and is down to several factors, including: the expanded adult social care reviewing team continuing to be fully staffed, as well as a continued push on data quality across the system and ensuring that reviews are not incorrectly showing as overdue. The graphs also reflect the extra efforts which have been taken to target carers reviews, with the adult social care reviewing team now being in a position where all carers' reviews identified as due to become overdue in a particular month are allocated across the team at the beginning of the month, meaning that all unpaid carers are reviewed yearly.

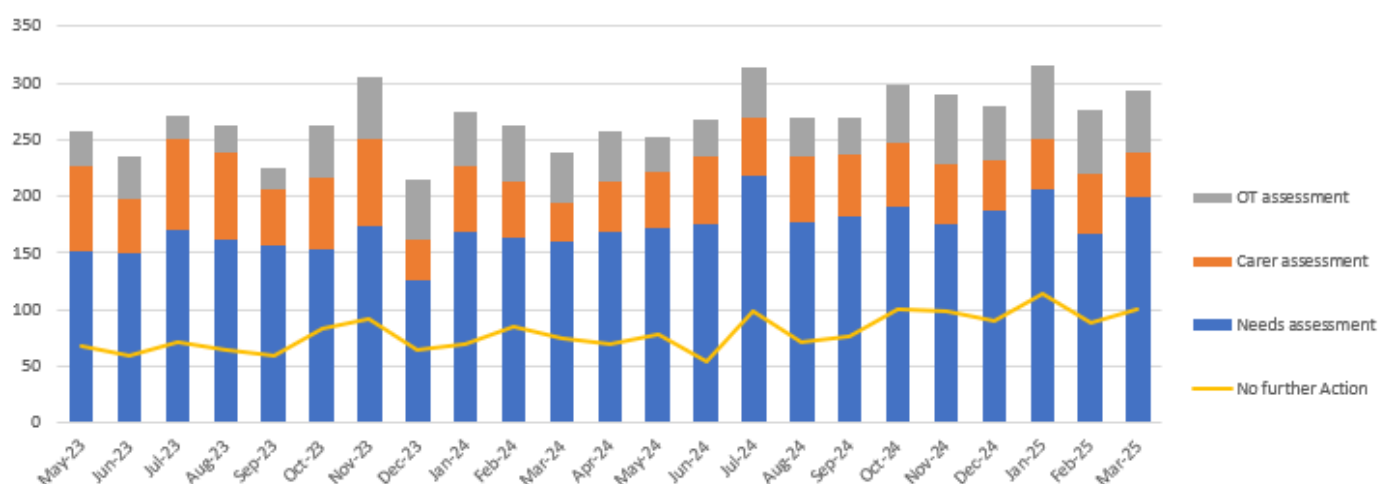
Identifying and supporting unpaid carers is a departmental target and we have achieved our target set out in Q1 of being in a position where unpaid carers are now no longer overdue their reviews. At present, the team are now maintaining this position and take great pride in doing so.

This is a very positive achievement for the department and further demonstrates where adopting an obsession drives positive performance.

4.4 Assessments

Local Authorities have a duty to assess anyone who appears to have needs for care and support, regardless of whether those needs are likely to be eligible. The focus of the assessment is on the person's needs, how they impact on their wellbeing, and the outcomes they want to achieve. Assessments where there was no further action are where there were no eligible needs identified or a person with eligible needs declined services. A lower number means that operation teams can focus their time on those people with identified needs.

Number of Adult Social Care (ASC) Assessments Completed each month.



Assessments – Q4 commentary

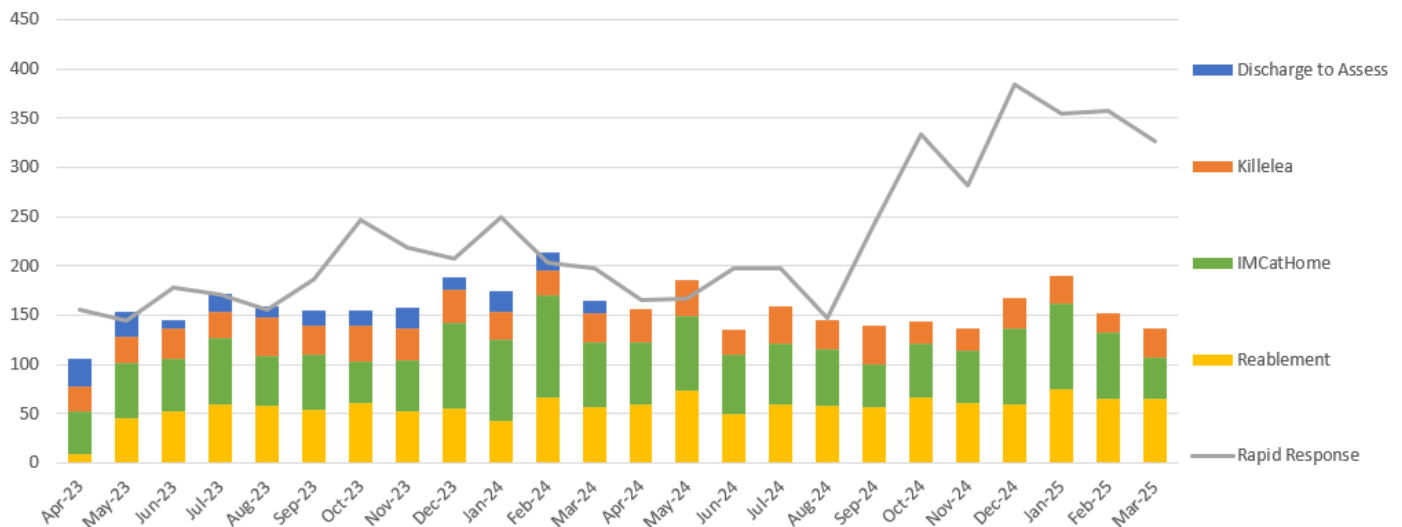
In Quarter 4, the demand for assessments remained high, with average monthly numbers exceeding 200, compared to just over 150 two years ago. This increase in demand has been addressed by optimising workflows through prompt allocation of casework, the implementation of short-term assessments for urgent cases and maintaining a focus on caseload reviews. The department's efforts to improve efficiency and workforce capacity have resulted in a stable assessment completion rate, with the time taken to complete assessments improving compared to the Greater Manchester average. Moving forward, the department will continue to monitor demand and make necessary adjustments to staffing and processes to ensure that high standards of service are maintained.

The focus on efficiency and workforce capacity has resulted in a stable assessment completion rate, with the time taken to complete assessments improving compared to the Greater Manchester (GM) average.

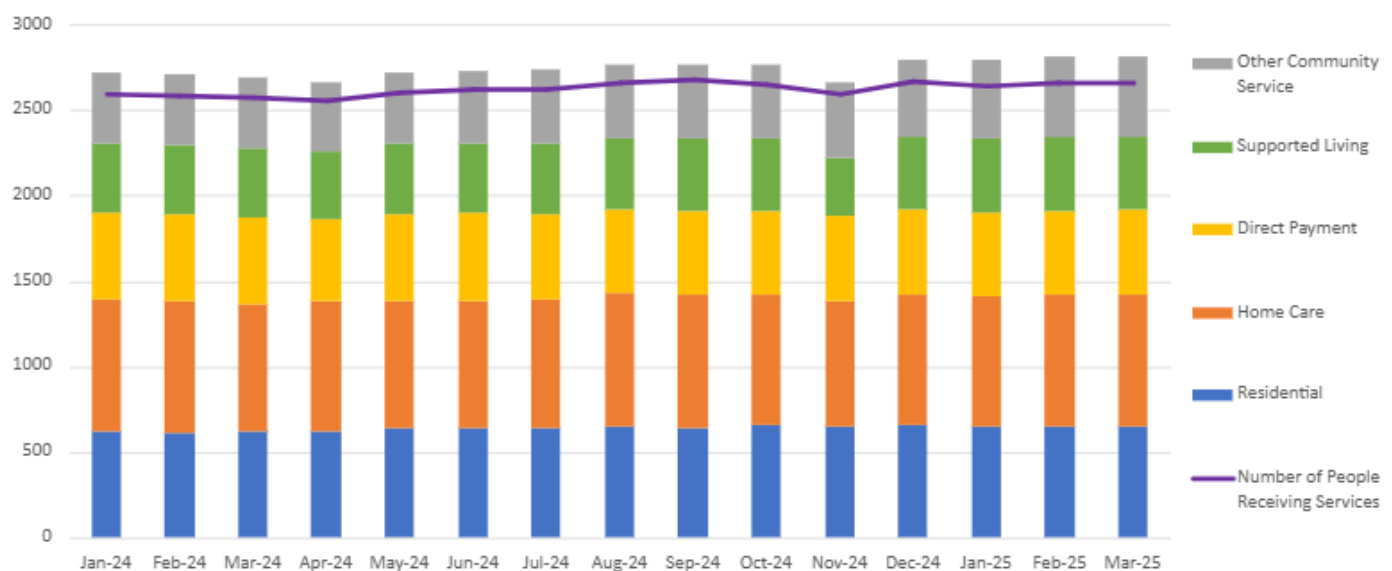
4.5 Services

Adult Social Care services may be short-term or long-term. Short-term care refers to support that is time-limited with the intention of regaining or maximising the independence of the individual so there is no need for ongoing support. Long-term care is provided for people with complex and ongoing needs either in the community or accommodation such as a nursing home. It is preferable to support people in their own homes for as long as it is safe to do so.

Number of Intermediate Care (short-term) services completed each month.



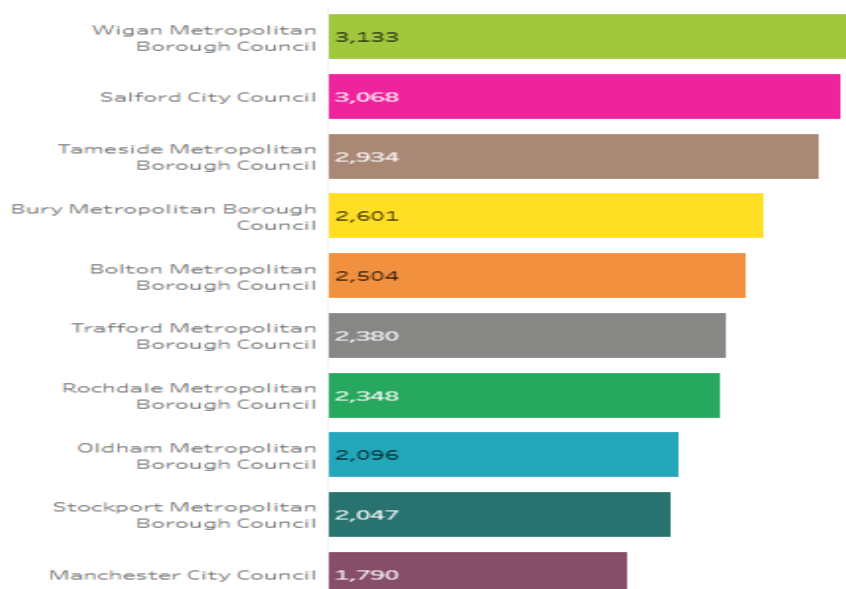
Number of Long-term Adult Social Care services open on the 1st of each month.



	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
Residential	618	639	640	640	645	644	658	650	656	649	648	648
Home Care	764	746	748	757	782	779	760	737	769	766	776	775
Direct Payment	485	509	510	497	496	488	488	494	491	490	489	492
Supported Living	387	408	409	407	413	419	424	341	429	432	431	428
Other Community Service	408	417	424	440	434	438	440	445	451	453	468	471
Residential Placement	618	639	640	640	645	644	658	650	656	649	648	648
Supported at Home	1940	1965	1984	1988	2014	2041	2000	1945	2021	1996	2014	2013
Number of People Receiving Services	2558	2604	2624	2628	2659	2685	2658	2595	2677	2645	2662	2661

How does Bury Compare?

People receiving services per 100,000 population
March 2025 - All



Services – Q4 commentary

This shows the number of people we support in our various service types.

The first chart shows the number of people supported in our intermediate care services. These services aim to prevent, reduce, and delay the need for long term care and support so the busier they are the better.

There have been a reduced number of people through Killelea due to the high acuity over the winter months (quarter 4). Whilst it was envisaged the number would increase from quarter 3, there were also a reduction in referrals into the service. Whilst a drop in flow through our intermediate care bed based services is concerning, the referrals to the home based service (Reablement) increased significantly to the highest recorded in Q4, it did not impact on flow out of the hospital as the department purchased alternative domiciliary capacity from the independent sector to mitigate this. Quarter 4 has shown to have increased dependency, within the bed-based service, due to the local hospital ensuring people do not decondition when admitted, this has led to more people returning home with Reablement and IMC@home and the more dependant people requiring a bed base.

Although many services have remained stable you will see from the graph that Rapid Response activity has stabilised on the increased activity, this has not fallen to levels previously seen in Q1 and Q2. This is caused by the increasing success of the hospital at home service continuing to support even more people and avoiding hospital admissions, thus maintaining people in the community ensuring they do not escalate to require ongoing Social Care services, whilst also recovering at a much quicker rate. Significant work has taken place with primary care colleagues and local care homes, to refer to Rapid Response as a first port of call, prior to calling an ambulance. In addition to this, the Northwest Ambulance Service (NWAS) has utilised Rapid Response more often, including utilising them for falls within the Bury location.

Overall service use is shown in the second and third charts which shows service use increasing with larger growth in other community services and supported living. The other community services are explained by our new assistive technology services and supported living by our opening of mental health supported accommodation. The numbers of people with a learning disability in supported living has not increased. However, we have also seen the use of residential care rise by 4.9% which is higher than population growth. This has been the result of a change in NHS processes for assessing continuing health care where patients are no longer funded by the NHS at the point of discharge from hospital, but rather funded as normal pending CHC assessment, this has seen a rise in the number of nursing home placements funded by the council that is responsible for this growth.

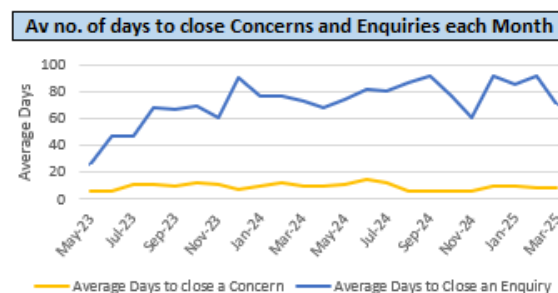
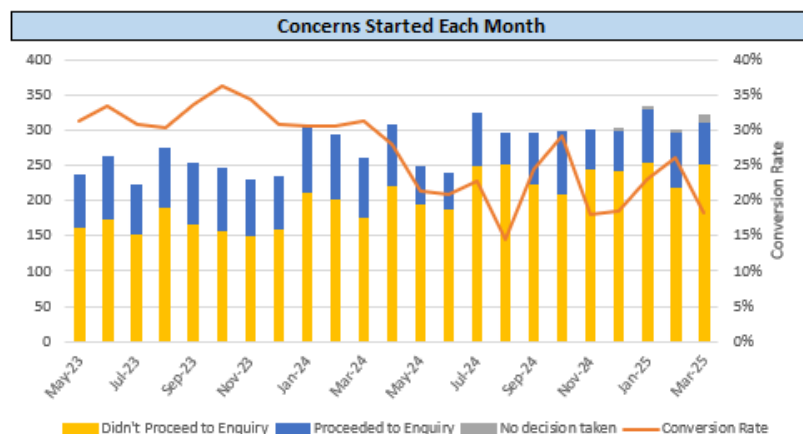
4.6 Safeguarding

Safeguarding means protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working **together** to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action.

Safeguarding and DoLS Activity Summary



Open Safeguarding Enquiries			
	Number	Av. Days	Max Days
ACS Safeguarding Team	96	95	637
Hospital Social Work Team			
Learning Disability Team	16	37	188
OPMHT	5	31	67
Community Mental Health Team			
Strategic Adults Safeguarding Te			
Operation Crawton			
Total	117	86	656



Active DoLS Requests			
	Urgent	Standard	Total
Waiting for Assessment	1	81	82
Processing	1	10	11
Total	2	91	93

How does Bury Compare?

Metric	Bury	Rank in Northwest (out of 22)
Conversion Rate	16%	5 th
Making Safeguarding Personal – Asked	90%	6 th
Making Safeguarding Personal - Outcomes	94%	10 th

Last Updated: Q4 2024/25

Safeguarding – Q4 commentary

A continuing picture of good performance for Bury Adult Safeguarding. Last quarter we saw a marked increase in asking people their outcomes and either fully or partially achieving those outcomes. This has continued in practice with outcomes being asked in 90% of cases and 94% of these cases having their outcomes met or partially met. It is unlikely that we will ever meet everybody's outcomes all the time. However, we continue to be happy with this level of outcome data.

The conversion rate as stated in the chart has dropped to 16% which is a continuation of the previous quarter. We continue to monitor this change this against our safeguarding concerns being received to ensure that we are not receiving an unusual amount of inappropriate safeguarding concerns. The

social workers continue to work with and education providers and partner agencies on this issue. Whilst our Head of Adult Safeguarding has raised this issue with his peers across the partnership, through the Safeguarding Adults Board.

We have moved up in the last 12 months at a regional level in Making Safeguarding Personal. Now we are in the top 10 local authorities in the Northwest. We are now also 6th in the region in asking people their outcomes showing that we are focusing on our obsessions. Both regional data points have been held since the last quarter, so we hope that this good practice continues.

S.42 enquiry length times have remained consistent over the last two quarters and is showing a good picture. This is partially due to reviewing how allocations have been taking place and focusing the front-line staff in completion of paperwork where the risk has already been managed. We continue to undertake reflective sessions; we held the last one in March and focused on duty systems and safeguarding concerns and the next booked for July which will focus on our incel ideology and link to our work in the Channel (radicalisation) space.

We have recently held our safeguarding away day, focusing on team development, CQC preparedness and safeguarding transformation and started rolling out the mandatory S.42 enquiry training for all adult social care staff.

Deprivation of Liberty Safeguards (DoLS) continues to perform well with no concerns from a supervisory body perspective.

4.7 Complaints and Compliments

Complaints

Period 2024/25	Number of complaints received	Decision			20 working day timescale	
		Upheld	Partially Upheld	Not Upheld	Within	Outside
Q4	26	3	10	5	10	14

2 complaints closed – consent not provided

6 complaints ongoing

Compliments

Period 2024/25	Number of compliment s received	Source		
		Person receiving or had received services	Relative of person receiving or had received services	Other (incl. various survey responses/thank you cards)
Q4	173	6	15	152

Complaints and Compliments – Q4 Commentary

Complaints have shown a small increase from this time last year, 18 in Q4 2023/2024. Although there has been an increase it has not highlighted any areas of concern and appears to be in line with the extra assessment and review activity being undertaken by the department. The total number of complaints for the year is 92 which is very slightly above last year's numbers.

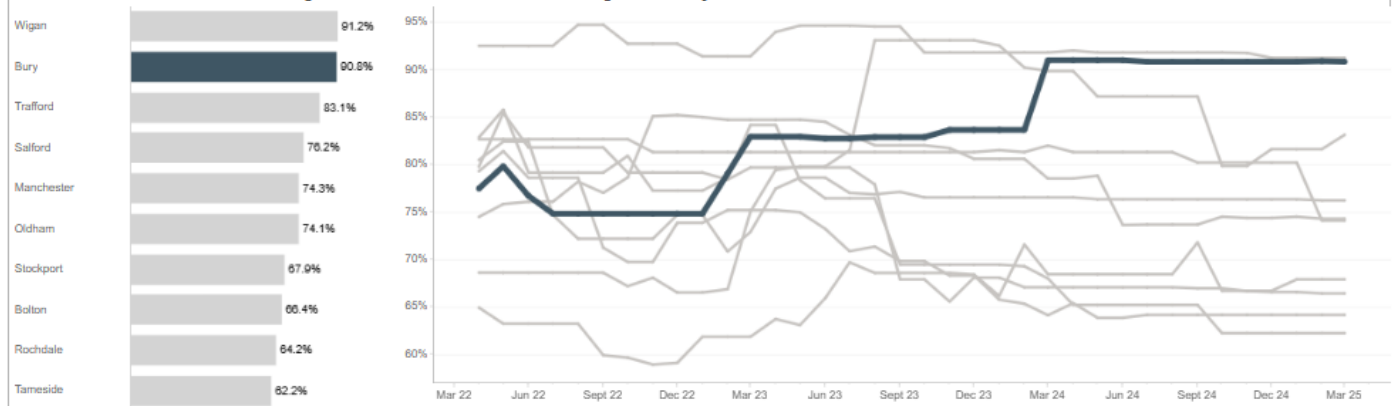
Compliments are showing a decrease from this time last year, 222 in Q4 2023/2024 and are 850 for the year although very slightly lower than last year remains nearly 10 times greater than the number of complaints.

Further information on numbers, themes and teams will be available soon in the annual complaints report which will be tabled at Health Overview Scrutiny Committee later in the year.

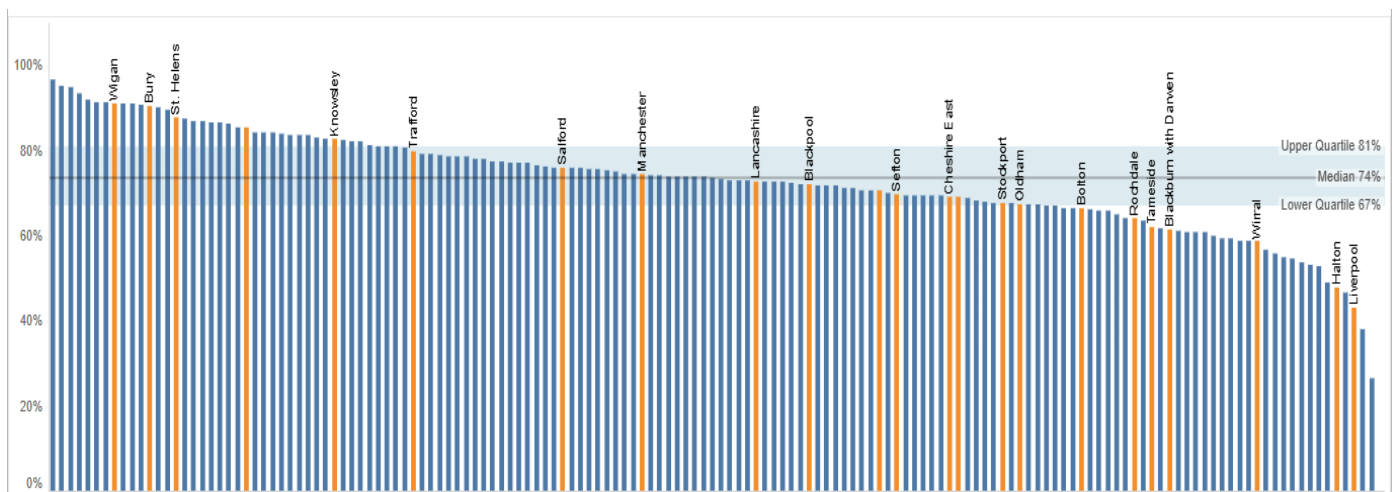
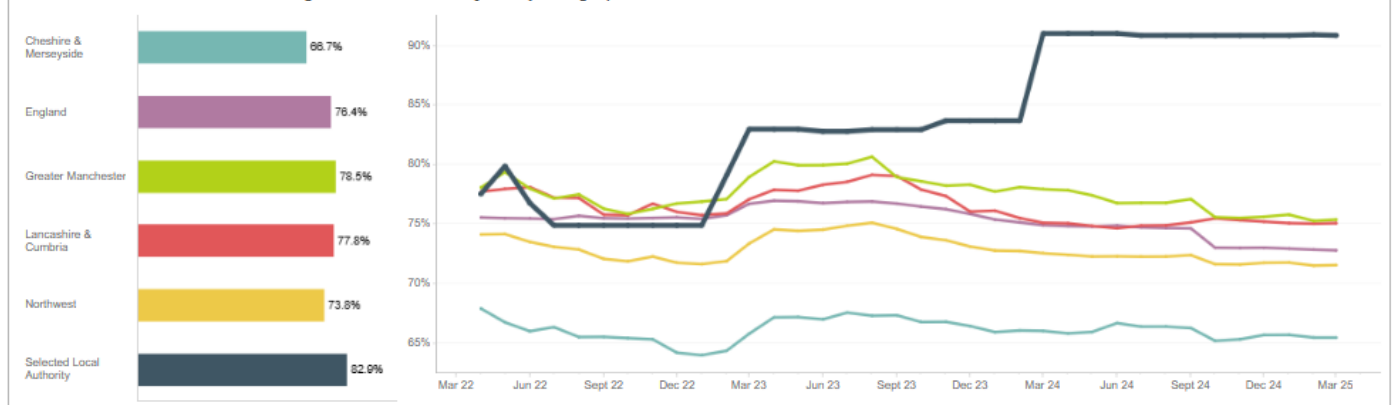
4.8 State of the Care Market

Number of care home beds rated good or outstanding.

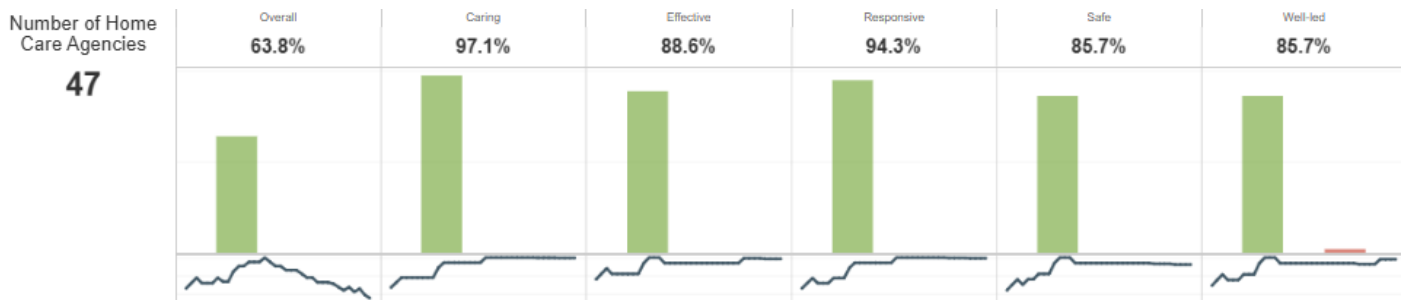
% of the Number of Beds in Rating Set Selection in the same Sub Region as Bury



% of the Number of Beds in Rating Set Selection: Bury v Key Geographic Areas



Quality Ratings of Bury's Home Care Agencies



Last Updated: Q4 2024/25

State of the Care Market – Q4 commentary

The top charts show the quality ratings of care homes in Bury compared to the rest of Greater Manchester showing the % of beds rated good or outstanding. The second chart shows Bury, and in turn Great Manchester compared to the other regions in England and the Northwest. The third chart shows the % of care home beds rated Good or better across the whole of the country with Bury being at number 12.

The final chart shows the rating of home care agencies operating in Bury. For both charts the nearer to 100% the better. The overall quality of our care homes continues to increase with Bury now joint 1st amongst its GM Neighbours and performing well above the England average and the average of all Northwest regions.

Bury is ranked 4th in GM for community providers including care at home and supported living, however, it should be noted that this considers all providers active in our locality. Of those providers that the Council commission

- The upcoming care at home retender will result in only care at home providers rated Good or Outstanding being commissioned
- Only one supported living provider rated Requires Improvement, the rest are Good or Outstanding.

4.9 Workforce Development

Workforce Board Performance

Current Live Vacancies

Total Vacancies	Social Workers	SCO	Other
12	4	4	4

Current Staffing

Current Agency Staff	Current Students
5	6

Apprenticeship Route Progression

Apprenticeship Route Progression Q1 2025			
Apprentices on the Programme			
Year 1	Year 2	Year 3	Graduated
4	1	2	5

March Vacancy Rate

3%

Pending Vacancies

Other Routes	
Apprenticeship (PGDip)	Think Ahead
2	4

NSQ Positions Required for X Date

Required Vacancies				
Apr-25	Apr-26	Jul-26	Sep-26	Apr-27
2	1	4	6	1

The chart above illustrates the favourable workforce position. Currently, we have a low level of vacancies within the operational department, which enhances team performance, practice consistency, and overall service stability.

The internal social work apprenticeship programme has been revised to improve the learning journey. Positively, five apprentices qualified in March and are now contributing to teams across the department. Our external social work programme has also been reviewed, with a postgraduate route approved, alongside the Mental Health social work fast-track route designed to support the community mental health transformation programme over the next year.

Appendix - Data sources and what good looks like

Section	Chart	Data Source	What does good look like?
Contacts	Number of Adult Social Care (ASC) Contact Forms recorded each month.	Contact Records in LiquidLogic: Contact Type Contact Outcome	Six Steps to Managing Demand in Adult Social Care: ≈ 25% of contacts go on to receive a full social care assessment.
	GM Comparison		
Waiting Lists	Waiting List Summary	Professional Involvement in LiquidLogic: Awaiting allocation work trays Brokerage Work trays Overdue Review Tasks DoLS data from the database.	Lower is better
	Needs and Carers Assessments: No of Cases Waiting for Allocation		
	GM Regional Comparison		
Assessments	Number of Adult Social Care (ASC) Assessments Completed each month	Assessment forms in LiquidLogic	
	GM Regional Comparison	Av. number of days from the contact start date to the assessment end date	Lower is better
Services	Number of Intermediate Care (short-term) services completed each month	All IMC Service data from four data sources	
	Number of Long-term Adult Social Care services open on the 1 st of each month.		
	Proportion of Home Care vs Nursing and Residential Care Services compared against 2 years ago	Service data from Controcc Grouped by Service Type Count of service types, not people	Lower Residential & Nursing Care is better
	Northwest Regional Comparison		
Reviews	Number of Adult Social Care Reviews Completed each month	Review forms completed in LiquidLogic	Higher number of completed reviews. Lower proportion of Unplanned reviews.
	Number of Overdue Adult Social Care Reviews on the last day of each month	Review Tasks in LiquidLogic past the due date	Lower is better
	Regional Comparison	As above	
Safeguarding	Percentage of people who have their safeguarding outcomes met	Completed safeguarding enquiries: Making Safeguarding Personal questions	Higher is better
	Outcomes were achieved		
	Open Safeguarding Enquiries	Safeguarding enquiry forms on LiquidLogic and CMHT/EIT spreadsheets	Target: Enquiries closed in 56 days or less
	Concerns Started Each Month	Contact Forms on LiquidLogic: form type safeguarding concerns	
	Average number of days to close Concerns and Enquiries each month	As above	Targets: Concerns closed in 3 days or less. Enquiries closed in 56 days or less
	Regional Comparison	As above	Higher is better

LGA Peer Challenge Final Report

Preparation for Assurance

Peer Challenge Report

**Bury Metropolitan Borough
Council**

Final Report

February 2025

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Background

Bury Metropolitan Borough Council (the Council) asked the Local Government Association (LGA) to undertake an Adult Social Care Preparation for Assurance Peer Challenge at the Council, and with partners.

The council commissioned an independent peer challenge to assess the ability of the adult social care service to deliver good services to people, as well as preparedness of the adult social service for a Care Quality Commission (CQC) assessment.

The purpose of a peer challenge is to help an authority, and its partners assess current achievements, areas for development, and capacity to change. Peer challenges are improvement focused and are not an inspection.

The peer team used their experience and knowledge of local government and adult social care (ASC) to reflect on the information presented to them by people they met, and material that they read.

Prior to being onsite, the LGA peer challenge team undertook a six case file audits, lived experience interviews, a review of data, and held 1-1 calls between members of the peer team and their counterparts at Bury MBC. The team were then onsite for three days holding interviews, focus groups, and discussions to fully understand the adult social care department to develop feedback and recommendations through triangulating the evidence presented.

All information collected was on a non-attributable basis to promote an open and honest dialogue.

The members of the peer challenge team were:

- **Jill Britton**, (DASS), Director of Adult Social Care, Luton Borough Council
- **Councillor Joanne Harding**, Executive Member for Finance, Change and Governance, Trafford Council
- **Alun Davis**, Expert by Experience Peer
- **Ruth Harrington**, Director of Adult Social Care, Adults with Disabilities and SE Essex, Essex County Council
- **Christine Conway**, Head of Adult Safeguarding and Principal Social Worker, Dudley Council
- **Sue Whetton**, Head of Commissioning, Derbyshire County Council
- **Sarah Morris**, Principal Social Worker for Adults, North Northamptonshire Council

- **Marcus Coulson**, Peer Challenge Manager, Local Government Association

The team were on-site at Bury MBC for three days from the 11th –12th February 2025. In arriving at their findings, the peer team:

- Held around fifty interviews and discussions with 190 different people including Councillors, officers, partners, people with lived experience, and carers.
- Had access to the full suite of the 38 CQC information return documents, which included multiple files in each return, plus the self-assessment., and other information was provided by request whilst on site.
- Completed six case file audits and spoke to people with lived experience during the onsite review.

The peer challenge team spent approximately 250 hours with Bury MBC the equivalent of twenty-five working days. Invariably, this is still a snapshot of the Council's adult social care service rather than being a comprehensive picture.

Specifically, the peer team's work focused on the Care Quality Commission (CQC) framework four assurance themes for the up-coming adult social care assurance.

They are:

Care Quality Commission Assurance themes

Theme 1: Working with people. This theme covers: Assessing Need Supporting People to Live Healthier Lives Equity in Experiences and Outcomes	Theme 2: Providing support. This theme covers: Care Provision, Integration, and Continuity Partnerships and Communities
Theme 3: How the local authority ensures safety within the system. This theme covers: Safe Pathways, Systems, and Transitions Safeguarding	Theme 4: Leadership. This theme covers: Governance, Management, and Sustainability Learning Improvement and Innovation

All information was collected on a non-attributable basis. The peer challenge team would like to thank to thank councillors, staff, people with a lived experience, carers, partners, and providers for their open and constructive responses during the challenge process.

Initial feedback was presented to the council on the last day of the peer challenge and gave an overview of the key messages. This report builds on the presentation and gives a more detailed account of the findings of the peer team.

Key Messages

There are observations and suggestions within the main section of the report linked to each of the CQC themes and the nine quality statements. The following are the peer team's key messages to the council:

Strengths

Passionate and Committed Workforce. Staff across the adult social care directorate in Bury demonstrate a passion and positivity for their work. Their dedication to supporting residents is evident in their daily practice, and they take immense pride in their roles within the local authority. This sense of purpose translates into high levels of motivation and a commitment to continuous improvement and continuous personal development. Staff members consistently expressed a strong connection to the values and mission of the directorate, reinforcing a positive and supportive working culture.

A Clear and Well-Articulated Improvement Journey. Staff members are highly engaged in the ongoing improvement journey and can clearly articulate how strengths-based practice has been embedded within service delivery. They understand and embrace the importance of focusing on individuals' capabilities rather than deficits, ensuring that care and support services promote independence, choice, and control for residents. The impact of this approach is evident in improved resident outcomes, greater service user satisfaction, and increased staff confidence in delivering high-quality care.

Resources and Team Support. Staff reported feeling well-equipped to carry out their roles effectively, with access to the necessary resources and support. This includes not only financial and material resources but also a culture of peer support across teams and support from direct line managers. The collaborative working environment fosters knowledge-sharing, problem-

solving, and resilience, ensuring that staff can deliver services despite ongoing pressures.

Strong and Self-Aware Leadership. The leadership of the directorate demonstrates a high level of self-awareness and is committed to creating an environment where staff can thrive. Leaders actively seek feedback, reflect on practice, and engage with frontline workers to ensure continuous development. Opportunities for professional growth, training, and career progression are available, empowering staff to develop their skills and advance in their careers.

Visible and Approachable Leadership. Staff consistently highlighted the visibility and accessibility of senior leadership within the service. Leaders engage regularly with teams, providing encouragement, guidance, and a direct link to strategic decision-making. This approach has fostered a culture of openness and trust, ensuring that staff feel valued and supported in their roles.

Financial Commitment to adult social care. In a challenging financial climate,. The commitment to reinvesting in adult social care through additional staff resources demonstrates a proactive approach to sustaining the quality of service provision. Despite budgetary pressures, the council has strategically prioritised adult social care, ensuring that residents receive the support they need.

Effective Management of Waiting Lists. Significant progress has been made in reducing waiting lists for new assessments, reviews, and occupational therapy. Staff and team managers can clearly articulate their approach to prioritisation, ensuring that those with urgent needs are seen promptly while maintaining contact with all individuals awaiting support. This proactive approach enhances resident safety and service efficiency.

Exemplary Integration with Health Services. The integration of health and social care services at both operational and strategic levels in the council is commendable and serves as a model of best practice. Collaborative working between the service and health partners has led to streamlined pathways, improved coordination of care, and better outcomes for residents. Staff provided clear examples of how this integration has had a tangible impact, including more efficient hospital discharges and enhanced community-based support. It was noted that there had been a reduction in hospital attendance of 1.5%, at a time when the adjacent borough had a 4% rise.

Strong Provider Relationships and Quality Assurance. The service's teams have established robust relationships with care providers, underpinned by a well-structured quality assurance framework. Commissioners work closely with providers to ensure high standards of care, with a clear ambition to embed the resident voice at the heart of quality discussions. This collaborative approach fosters a culture of trust and continuous improvement and ensures that services remain

responsive to residents' needs.

Effective Safeguarding Partnership Working. The relationships within the Safeguarding Adults Board (SAB) are described by partners as robust suggesting effective multi-agency collaboration. This partnership ensures that safeguarding responsibilities are well understood and that appropriate structures are in place to protect vulnerable residents.

Commitment to Co-Production. The council demonstrates a genuine commitment to co-production, particularly among senior leadership and commissioning management. This commitment is embedded in strategic planning and operational practices, ensuring that co-production is not merely a policy statement but a principle guiding service development and delivery. There is a strong framework in place and progress has been made, there is also recognition that further work is needed to embed co-production more consistently across all service areas. The commitment to listening to the lived experience is a strength that will continue to drive service improvements.

Robust Oversight of Data, Quality, and Finance. The directorate was able to demonstrate to the peer challenge team clear oversight in data management, quality assurance and financial control. This enables informed decision-making, effective resource allocation, and continuous service improvement. The ability to track key performance indicators and respond to emerging trends positions the service well for ongoing service enhancement.

Areas for Consideration

Embedding Safeguarding Awareness Across All Teams. While safeguarding structures are in place, there is a need to ensure that safeguarding practice and referral pathways are consistently understood by all staff. This includes providing ongoing training, enhancing internal communication, and reinforcing the importance of safeguarding responsibilities at every level of service delivery.

Enhancing Support and Engagement for Carers. Further work is required to ensure that carers fully understand the support available to them, how to access services, and how they can contribute to strategic planning. Strengthening communication channels and co-production with carers will help to ensure they receive the support they need while having a meaningful role in shaping future services.

Embedding Equality, Diversity, and Inclusion (EDI) Across All Teams. While the Integrated Neighbourhood Teams (INTs) have made significant progress in considering ethnicity and religion

in service delivery, other teams and aspects of EDI require further attention. A more consistent approach to inclusivity, ensuring that all aspects of diversity are embedded in practice, will strengthen service provision and responsiveness to diverse community needs.

Improving Website Accessibility and Communication Clarity. There is recognition that the accessibility of the corporate and adult social care webpages needs improvement to ensure residents can easily access information and support. This includes ensuring compliance with accessibility standards, simplifying navigation, and clearly identifying residents' communication needs. Digital inclusion initiatives should also be explored to support residents who may struggle with online access.

Expanding Commissioning Beyond Accommodation-Based Support. Currently, commissioning is largely focused on accommodation-based support. There is an opportunity to broaden this approach to include more preventative services in partnership with the Voluntary, Community, Faith and Enterprise (VCFE) sector and with Persona (a social care provider in Bury created in 2015). Strengthening prevention initiatives will help to reduce crisis interventions and promote greater independence for residents.

Co-production and the Lived Experience

Strengths

Commitment to Co-production. The council demonstrates a strong and genuine commitment to co-production, particularly among senior leadership and commissioning management. This commitment is embedded in strategic planning and operational practices, ensuring that co-production is not merely a policy statement but a principle guiding service development and delivery. Senior leaders actively champion co-production, fostering a culture where the voices of individuals with lived experience are valued and incorporated into decision-making processes.

Co-production Networks. The peer team were interested to see that substantial resources are dedicated to supporting co-production networks, with a focus on older people and individuals with learning difficulties. The council has established and maintained key partnership boards, such as the Mental Health Board and Learning Disability Partnership Boards, which provide structured platforms for ongoing engagement and co-production efforts. These boards play a pivotal role in shaping service design and delivery, ensuring that the needs and perspectives of those who rely on social care services are at the forefront of policy development.

Bury Co-production Commissioning Charter. One of the council's most notable best practices is the implementation of the Co-production Commissioning Charter. This document serves as a framework for embedding co-production into commissioning processes. It includes a range of best practice initiatives, such as:

- The inclusion of individuals with lived experience in quality assurance visits to service providers, ensuring services meet the needs and expectations of the people they are intended to support.
- The active involvement of people with lived experience in recruitment panels for key social care positions, ensuring that the workforce is selected based on an understanding of service user needs. Workers told the team that they were planning to involve people with lived experience in a forthcoming recruitment process.
- The engagement of people with lived experience in procurement processes, providing valuable insights into the commissioning and contracting of services. The peer team met with people with lived experience who have been involved in quality reviews of providers; they told the team that there are plans for a paid position to undertake these reviews.

The council's approach to co-production reflects a structured and thoughtful integration of service users into the broader governance and oversight of adult social care services, reinforcing a commitment to transparency, inclusivity, and continuous service improvement.

Voluntary, Community, Faith, and Enterprise (VCFE) Sector

Positive Directorate Relationships. The adult social care directorate has established a productive and collaborative working relationship with the VCFE sector. Partnership working is well embedded, with regular engagement mechanisms ensuring that the sector is involved in discussions on service delivery, transformation, and emerging priorities. These relationships provide a strong foundation for continued collaboration, ensuring that the diverse expertise within the sector is effectively harnessed to support communities.

Healthwatch Involvement. Healthwatch plays a crucial role in shaping service delivery, acting as a key conduit between service users and commissioners. As a commissioned partner, Healthwatch has undertaken a range of projects that provide valuable insight into user experience and system performance. This intelligence is used to inform service improvements and to ensure that user voices influence decision-making. There is an opportunity to further integrate Healthwatch's findings into strategic planning processes to enhance responsiveness to local needs.

Sector Challenges. Despite the positive contributions of the VCFE sector, it is facing increasing pressure due to rising staffing costs and resource constraints. These challenges have the potential to impact service sustainability, particularly for smaller organisations that play a vital role in community-based provision. Exploring opportunities for additional support, including capacity-building initiatives and funding stability measures, will be important to ensure the sector remains resilient and able to continue delivering essential services.

Sensory Impairment Service (SIS)

Bury Blind Society Partnership. The partnership between the council and Bury Blind Society for the delivery of the SIS is well established, with positive feedback from both service users and providers. The commissioned service is reported to be highly responsive, with effective communication channels facilitating strong joint working. The ongoing collaboration ensures that people with sensory impairments receive tailored support that meets their specific needs.

Co-Produced Service Delivery. The recent redesign of SIS was developed through a comprehensive co-production process, ensuring that individuals with sensory impairments played an active role in shaping the service model. This approach has led to a service that is both user-centred and aligned with best practices. Continued investment in co-production methodologies will support the ongoing refinement and adaptation of services in response to evolving needs.

Stable Service Provision. The service continues to operate effectively, with no reported waiting lists for mobility support and stable vision impairment (VI) registration numbers. This indicates a well-managed and demand-responsive service model. Maintaining this level of stability will be important, particularly in the context of potential future demographic changes and increased service demand.

Deaf Community Engagement. While the SIS is performing well overall, there is an identified need to enhance engagement with the local deaf community. A key organisation supporting this community has encountered difficulties in maintaining links, which may have impacted access to support and representation in service planning. Strengthening outreach efforts, fostering new partnerships, and exploring targeted engagement strategies will be important to ensure that the needs of deaf individuals are effectively addressed within the wider sensory impairment service landscape.

Considerations.

While significant progress has been made, there are opportunities to further embed co-production and the lived experience across all areas of adult social care. Key considerations for strengthening the council's approach include:

Establishing a Task and Finish Group. A dedicated task and finish group, comprising relevant stakeholders including service users, carers, voluntary sector representatives, and commissioning leads, could be established to develop a directorate-wide co-production framework. This framework should provide a clear definition of co-production, outline its principles, and set measurable outcomes to assess effectiveness.

The group should also consider best practice from other local authorities and national guidance to ensure alignment with wider sector expectations.

Raising Awareness Among Frontline Staff and Carers. Frontline staff and carers play a crucial role in implementing co-production principles. Awareness-raising activities, including training sessions, workshops, and case study presentations, could enhance understanding and buy-in.

Carers Co-Production Clarity. While carers are engaged in service planning activities, there is an opportunity to further clarify and formalise their role in co-production and decision-making. Embedding co-production into staff induction and ongoing professional development will help create a workforce that values and consistently applies co-production in day-to-day practice.

Securing Resources for Co-production Processes in Underrepresented Groups. While existing co-production networks support older people and individuals with learning difficulties, there is a need to allocate funding and resources to extend co-production opportunities for people with physical impairments and autism. Investment in accessible engagement methods, including assistive technology and tailored communication approaches, will ensure that co-production is truly inclusive.

Developing a Policy for Paying People with Lived Experience. Meaningful involvement in co-production should be recognised and valued appropriately. Developing a clear policy on reimbursing individuals with lived experience for their time and contributions is essential. This policy should include guidance on payment structures, reimbursement for expenses, and non-monetary incentives where appropriate, ensuring a fair and transparent approach.

Embedding the Voice of Lived Experience into Key Documentation. People with lived experience should be actively involved in shaping the council's self-assessment documentation and other key reports. Their insights should be integrated into publicity materials and service improvement plans, reinforcing a commitment to genuine co-production and reflecting the real

experiences of service users. By addressing these considerations, the council can further enhance its ability to deliver high-quality co-production, ensuring that adult social care services are shaped by and for the people they support. This will not only strengthen preparedness for assurance processes but also improve outcomes for service users and communities.

Case File Audit

Prior to the onsite visit six cases files were reviewed. The **strengths** that were identified in these cases were:

- A flexible use of carers personal budgets
- The recording templates demonstrate the voice of the person
- There was an example of clear understanding of legal frameworks and full involvement of a young person arranging her support with the team around her
- There was an example of risk enabling practice with a person who had complex needs including mental health issues, and with the young person moving into adulthood.

The **areas for consideration** identified in these cases were:

- The carers assessments did not include analysis of the carer's situation
- The voice of the relative was sometimes stronger than the voice of the person
- The opportunities to work in a person-centred way were sometimes missed
- The council should consider providing guidance on the use of the first person narrative in cases as this was sometimes inconsistent
- The case summaries provided could include a more balanced evaluation including areas for development.

This was a small cohort of case files audits, but in line with the number that is likely to be undertaken by CQC.

Theme 1: Working with People

This relates to assessing needs, planning, and reviewing care, arrangements for direct payments and charging, supporting people to live healthier lives, prevention, wellbeing, information, and advice, understanding, and removing inequalities in care and support, and people's experiences and outcomes from care.

Quality Statement One: Assessing Needs

Strengths

Culture of Support. A strong culture of support exists among staff, with managers and leaders providing clear guidance and encouragement. Staff described a workplace where employees feel valued and equipped to deliver quality services. In conversations with the peer team staff demonstrated a commitment to strengths-based working and actively engaging with individuals to co-develop care plans that focus on personal outcomes.

Use of Population Data. The strategic use of population data plays a key role in understanding and addressing the specific needs of individual neighbourhoods. By leveraging this data, the service ensures that local nuances are reflected in the care planning process.

Practice Framework. The continuous development of the practice framework has been well received by practitioners, who acknowledge its role in shaping effective service delivery. The integration of Liquid Logic into this framework has further streamlined processes, improving workflow efficiency and record management.

Assessment of Need. Innovative tools such as Canary are being utilised to enhance the assessment of needs, providing valuable insights into service users' requirements. Trusted assessors within Integrated Neighbourhood Teams (INTs) contribute significantly by ensuring timely access to basic equipment.

Carers Hub Feedback. Feedback from carers engaging with the Carers Hub was overwhelmingly positive. A key strength of the service is that all carers who have sought support through the hub have received a carers assessment. The table below illustrates the significant positive trends from August 2023 to February 2025:

		Aug-23	Feb-25
Care assessments	People on waiting list	154	72
	Average wait time	58	26
	Maximum wait time	449	86
Carer's assessments	People on waiting list	11	10
	Average wait time	38	14

	Maximum wait time	220	25
Care reviews	People on waiting list	1148	841
	Average wait time	180	172
	Maximum wait time	791	722

While all carers reported receiving a carers assessment, there remains a need to address the number of overdue reviews to ensure a continuity of support, which the director and his colleagues are aware of.

Considerations

Access to Occupational Therapists (OTs). The service should ensure consistent and equitable access to occupational therapists (OTs) across different service areas to enhance the efficiency of interventions. Improving the accessibility of the Directory of Services, including the council's website, is a recognized priority to ensure individuals and carers can easily navigate available support options. Advocacy services should be given a greater profile to empower individuals in making informed decisions about their care.

Quality Statement Two: Supporting People to Live Healthier Lives

Strengths

The responsive equipment service ensures timely support, allowing individuals to maintain independence.

Technology Enabled Care. Technology is well integrated into care provision, with new innovations being piloted successfully. Good examples and user perspectives have highlighted the positive impact of these initiatives. The expansion of the Shared Lives program is also noteworthy, and it is recommended that a select number of case studies be included in the self-assessment to showcase successful implementations.

Preventative Pathway. The presence of a robust preventative pathway—including Staying Well, Social Prescribing, and community assets demonstrates a proactive approach to wellbeing. INTs have proven highly effective in supporting individuals and improving outcomes, while the Intermediate Tier services and Reablement pathways are well-embedded within community teams.

Bury Employment and Support Team. The Bury Employment and Support Team's work, including initiatives such as a café, workshop and garden run by service users, exemplifies an outstanding model of engagement, social inclusion and support to develop skills towards employment opportunities.

Considerations

Individuals with Autism. Alternative strategies should be explored to better address the needs of individuals with autism. Enhancing the information available at the referral stage of the reablement service would improve user experience and expectation management.

An All-Age Prevention Pathway. The introduction of an all-age prevention pathway could further streamline and integrate support services. Additionally, concerns have been raised about limited access to mental health support for individuals who do not meet the threshold for secondary services.

Referrals into Adult Social Care. A clearer pathway for referrals into adult social care is needed, ensuring a seamless and efficient process. Referral processes to Persona should also be reviewed to ensure they are outcomes focused.

Quality Statement Three: Equity in Experiences and Outcomes

Strengths

People with Learning Disabilities. A housing strategy is in place for people with learning disabilities to ensure that sufficient and appropriate accommodation is made available. The learning disability team is proactively addressing digital exclusion and working towards greater accessibility for service users.

Interpreters and Translation Services. Staff report good access to interpreters and translation services, ensuring that language barriers do not hinder service engagement. Cultural and religious competence training is widely available, enhancing the ability of staff to provide inclusive care. The INTs actively consider the needs of diverse communities, with strong links established with Jewish and Asian communities, ensuring culturally appropriate support.

Considerations

Articulating Outcomes. While there is awareness of seldom-heard communities, it is important to better articulate the outcomes achieved for these groups.

Demographic Data Collection. Demographic data collection should be improved to enable a more detailed analysis of service impact and effectiveness. Signing up to the Workforce Race Equality Standards may help in further embedding inclusivity within staff recruitment and development processes and demonstrating this commitment to staff. Expanding staff networks will provide additional peer support and development opportunities.

Equity of Access. The Staying Well Team appear to only work with people aged fifty plus. It may be beneficial to extend the offer to include all adults to ensure equity of access to early support for all people aged eighteen plus.

Theme 2: Providing Support

This relates to market shaping, commissioning, workforce capacity and capability, integration, and partnership working.

Quality Statement Four: Care Provision, Integration and Continuity

Strengths

Home Care Market. There is a stable and resilient home care market with commissioning arrangements appearing to work well on a locality basis, minimising travel times and costs and waiting times for new packages of care.

Ensuring quality of local services. The peer team heard evidence of a recently developed and robust quality assurance framework, with staff teams demonstrating a sense of pride in maintaining high standards and local providers having higher than average CQC ratings when compared across Greater Manchester (GM). This has been supported by effective monitoring, feedback mechanisms, and an open culture of continuous improvement.

Managing Provider Failure. The peer team heard and read evidence of robust policy and procedures to manage provider failure. Although provider failure appears to be a rare event, the close relationships with provider organisations in the market have contributed well to this process in ensuring all people impacted had a swift and positive outcome.

Service sustainability. The Bury Flex initiative has been highly effective in supporting recruitment and training for both permanent and relief staff within the adult social care sector and providers told the peer team how much they valued this free offer of support. This initiative is proactively addressing workforce challenges by developing a sustainable pipeline of skilled professionals, ultimately improving service continuity and stability.

Exemplary Integration with Health Services. The integration of health and social care services at both operational and strategic levels in the council is commendable and serves as a model of best practice. Staff reported their ability to work well as multi-disciplinary teams and were extremely proud of their improvement journey.

Workforce. There is a comprehensive Integrated Care Partnership Locality Workforce Strategy in place which is closely aligned to the Greater Manchester Integrated Care Strategy and the 'Let's Do It' Strategy for the Borough. The peer team heard about good examples of a strong local training offer for commissioned providers as well as well supported progression opportunities for council staff.

Technology-Enabled Care (TEC) Advancements. The TEC team provided evidence of positive outcomes for individuals supported by innovative technology solutions. People have benefitted from assistive technology that promotes independence, safety, and well-being. The integration of TEC within the broader care framework demonstrates the council's commitment to modern, sustainable, and person-centred approaches.

Accommodation. There is robust evidence of supporting the development of new appropriate accommodation for older people, people with mental ill health and those with a learning disability and/or who are autistic. The commissioning led 'Living Options' group was highly regarded by the INTs to support them to explore housing and accommodation options available to people they were supporting.

Staying Well and Connect and Direct. The council led Staying Well and Connect and Direct (CAD) teams presented evidence of holistic assessment and person-centred approaches that achieve positive outcomes for people delaying the need for increased statutory support.

Considerations

Voice Of People. Increase the visibility of the voice of people who draw on care and support and their carers in your evidence of co-production and outcomes achieved by commissioned service provision, perhaps by utilising an outcomes framework aligned to Think Local Act Personal's Making It Real.

Ensure sufficient capacity in local services to meet demand. The council recognises that there are several market position statements outlining activity in the directorate which are not fully understood by providers. Commissioners should support the provider market further so that they are more able to engage with the council's vision and the ambitions that are outlined, particularly in relation to the need to increase nursing care, specialist dementia nursing care and care and support for younger adults with complex needs. It would also be helpful to create just one or two market position statement documents.

Home Care Monitoring System. The peer team heard that the implementation of the Home Care Monitoring System had meant that payment of fees was sometimes not achieved on time for some

commissioned providers. However, the council was responsive to any escalation of payment issues and were carrying lessons learned forward into the forthcoming re-procurement process.

Development Of Bespoke Accommodation. Whilst choice of accommodation has improved or is improving for older people and people with a learning disability, further development of bespoke accommodation for those with complex needs, including for those who are living out of area would provide more choice and improved outcomes for people. Alongside this, consideration should be made for growing the workforce alongside an enhanced fee rate/structure to consider the requirement for enhanced skills and support for those with complex needs including advanced complex dementia.

Outputs and Outcomes. When speaking to staff there was some confusion between the ideas and reality of outputs and outcomes and therefore the ability of staff to describe the difference services were making to people's lives. The council should seek to promote a clearer understanding for staff of the difference between outputs and outcomes so that they can better describe their performance and achievements to the regulator when they arrive.

Quality Statement Five: Partnerships and Community

Strengths

Person-Centred Approaches and Positive Outcomes. The Staying Well and Connect and Direct (CAD) teams demonstrated a commitment to person-centred care. Evidence presented highlighted a range of positive outcomes achieved through tailored approaches that consider individual needs and preferences. Service users have reported enhanced well-being, improved independence, and greater access to community-based support. These person-centred approaches align with national best practices and reinforce a culture of responsive and adaptable care.

Integrated Working with Health Partners. Collaborative integrated working with health partners has led to streamlined pathways, improved coordination of care, and better outcomes for residents. Staff provided clear examples of how this integration has had a tangible impact, including more efficient hospital discharges and enhanced community-based support.

Effective Safeguarding Partnership Working. The relationships within the Safeguarding Adults Board (SAB) are strong, demonstrating effective multi-agency collaboration. This partnership ensures that safeguarding responsibilities are well understood and that appropriate structures are in place to protect vulnerable residents.

Maturing Partnership with the Voluntary, Community, Faith, and Enterprise (VCFE) Sector.

The council has fostered a growing and maturing partnership with the VCFE sector, enhancing service integration and community-based care provision. Collaborative working has led to increased accessibility of services, improved pathways for service users, and strengthened community resilience. The development of a Memorandum of Understanding (MoU) between the VCFE sector and the council further underlines the commitment to transparency, mutual support, and shared strategic priorities.

Carers Service Improvements. The Carers Service has made significant strides in identifying and supporting carers, resulting in increased referrals from a diverse range of agencies. These improvements ensure that more carers are receiving timely assessments, access to essential support services, and opportunities for respite. Feedback from carers highlights improved awareness of available support and enhanced collaboration between health and social care teams.

Strong Provider Relationships. Service providers have reported a positive and respectful relationship with the council, with one provider describing the current partnership as “the best it’s been in Bury.” This collaboration has contributed to a high level of trust, improved service quality, and a shared commitment to continuous improvement.

Accommodation and Housing Initiatives. Positive progress has been made in the development of accommodation options to support individuals with a range of care needs. This includes increased provision of supported living arrangements, ensuring people can live independently with the necessary support in place.

Considerations

Fee Differentials for Complexity of Need. Current fee structures may not fully account for the varied complexity of individuals' care requirements, leading to potential inequities in resource allocation. A structured review of funding mechanisms should explore how payment models can better reflect the intensity and specialisation of care required. This includes developing tiered funding frameworks that align with assessed need, incentivising providers to offer services that cater to individuals with higher acuity needs while maintaining financial sustainability across the care sector.

Evidencing Commissioning for Outcomes. A clearer framework for demonstrating how commissioning decisions contribute to measurable improvements in people’s lives is essential for

accountability and strategic planning. This requires refining data collection processes, establishing robust key performance indicators (KPIs), and embedding impact measurement within commissioning cycles.

Lived Experience Partnerships. While existing initiatives have enhanced service user involvement, further steps are required to embed co-production as a standard practice across adult social care. Strengthening the role of individuals with lived experience in service design, evaluation, and governance structures will help ensure that policies and practices reflect the realities of those receiving care. Establishing formalised co-production frameworks and expanding training opportunities for both staff and service users will reinforce meaningful engagement.

Home First Data Presentation. The Home First approach, which prioritises supporting individuals in their own homes rather than institutional settings, lacks clear visibility within existing data reports. Enhancing data disaggregation by categorising service users by nursing care, supported living arrangements and self-funded placements will provide greater clarity on service effectiveness.

Comparative Performance Analysis. Regular reference to internal performance data is evident, yet expanding comparative analysis with other GM councils could enhance strategic insights. Utilising regional benchmarking tools and national datasets will offer a more nuanced understanding of best practices and areas for development.

Theme 3: Ensuring Safety

This area relates to Section 42 safeguarding enquiries, reviews, safe systems, and continuity of care.

Quality Statement Six: Safe Systems, Pathways and Transitions

Strengths

Preparing for Adulthood (PFA). Significant progress has been made in ensuring that young people transitioning from children's services to adult social care receive the support they need. Early involvement with young people and their families has led to stronger relationships between children's and adult services staff, creating a more seamless transition. The establishment of a dedicated virtual PFA team has further strengthened communication and collaboration, ensuring that families receive clear guidance and support.

Financial Services in the PFA Team. Financial services in the PFA team have been restructured to better accommodate transitioning individuals, including enhanced welfare benefits advice for families. However, there remains scope for improvement in PFA data collection and analysis to inform service planning and delivery. The council should explore ways to enhance access to both the children's services and adult social care recording systems to streamline information-sharing and support continuity of care.

Hospital Discharge and Rehabilitation. A well-defined hospital discharge pathway is in place, supported by technological solutions that facilitate timely and effective transitions from hospital to home or other care settings. 84% of people now leave these services managing independently and the service has moved to 8th in the Northwest region from 11th with 6,500 people benefiting from the rapid response and intermediate care services. The INTs are proactively managing waiting lists, ensuring that individuals receive the necessary support without unnecessary delays.

Person-Centred Rehabilitation. Person-centred rehabilitation approaches are yielding positive outcomes, with good examples of tailored interventions that promote independence and recovery, staff talked about how they, in partnership with health colleagues, could escalate or step-down through a clear pathway to avoid hospital admission. Partnerships with key stakeholders, including Community Safety and the SAB, have been instrumental in enhancing service delivery and ensuring coordinated responses to complex cases.

Quality Statement Seven: Safeguarding

Strengths

Safeguarding and Risk Management. A culture of safeguarding as a collective responsibility is taking hold, with staff increasingly recognising its importance across the workforce. Strategic partners within the SAB are working well together, leading to improved outcomes. An example is that there has been a steady reduction in the time it takes to complete a section.42 enquiry and there has been an increase in meeting or partially meeting people's safeguarding needs. However, there is recognition that further progress is needed to strengthen safeguarding practices and ensure consistency.

The Multi-Agency Risk Management process. The Multi-Agency Risk Management process appears robust with clear evidence of its effectiveness. Staff described feeling more confident in supporting people in risky situations. Leadership within the service is making a tangible difference, driving improvements in areas such as hoarding interventions and the understanding of self-

neglect. The Deprivation of Liberty Safeguards (DoLS) framework is well-regarded, with staff expressing pride in their achievements in this area of keeping waiting lists for standard authorisations to a minimum.

Safeguarding Transformation Plan. Team managers have demonstrated confidence in articulating risk management approaches, underscoring a culture of accountability and proactive intervention. The head of service is driving the necessary changes outlined in the safeguarding transformation plan. Plans to implement a hub and spoke safeguarding model could further enhance service coordination and responsiveness.

Despite these positive developments, challenges remain. The service recognises that the existence of multiple routes into safeguarding can create confusion and inefficiencies. A review of referral pathways could help streamline processes and improve access to timely interventions. Additionally, strengthening feedback mechanisms for individuals and organisations that raise safeguarding concerns would reinforce transparency and trust in the system.

Staff Awareness of Quality Assurance Processes. Raising staff awareness of quality assurance processes and their links to the broader risk management framework is another key area for development. The ongoing efforts to establish multi-agency auditing within the SAB should continue, ensuring that safeguarding practices are rigorously assessed and continuously improved.

Theme 4: Leadership

This relates to strategic planning, learning, improvement, innovation, governance, management, and sustainability.

Quality Statement Eight: Governance, Management, and Sustainability

Political Support for Adult Social Care. There is clear political and senior officer support for adult social care at Bury MBC. The Cabinet Member is skilled and competent and understands the detail of the directorate, without veering into the operational. He is keen to ensure there is collective responsibility and oversight of the performance and budget position of the directorate. As a result there is an added governance structure and Cabinet are sighted in a quarterly performance dashboard and a financial letter. There is also evident learning being taken from recent children's services issues at Bury MBC.

Political support includes opposition councillors who support the council leadership vision for adult

social care and they receive regular briefings. Overview and Scrutiny appears to work well and the Chair is well regarded. The politicians have trusted relationships with the director and they report that adult social care related councillor casework is responded to swiftly.

Leadership by the Adult Social Care Director. In the view of the peer team the leadership of the Adult Social Care Director is exemplary, visible and proactive. Nothing in the feedback from the peer team to him was a surprise demonstrating his comprehensive knowledge of his service and the people in it. He promotes collective responsibility and oversight of performance, quality and finance, which the peer team saw evidenced across the directorate management layers demonstrating positive governance and accountability.

Leadership that is Accessible and Supportive. The director and his senior leadership colleagues are seen by many staff to be accessible and supportive. These staff say they are proud of the improvement journey they have been on and keen to develop it further where needed.

Quality of the Health and Care Partnership. From speaking with key stakeholders it was clear to the peer team that the quality of the health and care partnership is exceptional and is a joint force that is really visible. The council is wedded to integration with health and the VCFE sector and this is evident from strategic perspectives through to operational delivery. All council and health staff the peer team spoke with are rightly proud of what has been achieved. There appeared to be good cohesion across the council departments such as housing, finance and transformation.

Integrated Neighbourhood Teams. The council structure has five Integrated Neighbourhood Teams (INTs) which are developing in maturity as they start to identify priorities for specific areas, using data and knowledge of the local community. One member of the LGA peer team with many years' experience said, *"I always knew integrated teams were a good idea, now I've been to Bury I can see it actually working really well for the staff and local people."*

Senior Adult Social Care Management Capacity. When looking at the management structure of adult social care it appears complex with the director managing a large span of people, across a range of levels of seniority and there are two groups of senior leadership meetings described. There may be a rational for bringing in an additional assistant director and to simplify the structure and give greater support to the director to focus on strategy and partnerships.

Key Performance Indicators. To support delivery of activity across the integrated teams the council should increase the visibility of the joint health and care KPIs for staff so they can more effectively direct their work. This was a direct ask from staff.

Health Economy. The health economy situation is a real risk to adult social care and the integration achievements delivered thus far. The integration of health and care for the children's sector will need to be accelerated for it not to impact the wider system.

Quality Statement Nine: Learning, Improvement, and Innovation.

Relationship with GM health. The peer team wish to recognise the value of the relationship between Bury MBC adult social care directorate and the health structures in GM and the support received for the council. This includes the value of the ten GM DASS's working collaboratively.

Training for Cultural Change. There is a recognition by the director and his colleagues that cultural change takes time, but change is happening and staff feel supported in their development and their well-being. There are real and tangible examples of staff having formal development opportunities and access to resources to achieve this. The peer team heard some fantastic examples of whole workforce training across health and care frontline staff, such as strength based training, which was frequently referenced in the conversations the peer team had with staff.

GM Social Work Teaching Partnership. As part of the GM social work teaching partnership social workers have access to a wide range of training and development opportunities, provided by the partners across GM. There are innovative integrated teams with health and care leadership, leading to tangible improvements in hospital attendance and rehabilitation. New technology is being piloted and decisions made based on evaluations.

Consistency of Social Work Practice. The senior leadership of the directorate recognises that there is work to be done on consistency of social work practice. The strengthening of the implementation of the quality assurance framework would support this. Senior leaders are aware that the support to staff and particularly local people need to improve so they understand what services are available. There are plans to revise the corporate and adults website and the adult social care directory of services to make it easier for people to access services and increase choice.

Innovation. There are opportunities to involve the arm's length trading body Persona to test and support innovation in service delivery. For example, learning from piloting and prototyping TEC in extra care and residential care could support roll out in the wider sector to maximise outcomes and efficiencies.

Voice of the Lived Experience. There are greater opportunities to bring the voice of the lived experience and co-design into development of services including those integrated with health. As

these things are achieved ensure there is clear publicity for those with a lived experience and staff to be able to confidently describe their narrative of success to each other that drives your cultural change and the stories told to the regulator.

General Top Tips for Assurance Preparation

- Appoint an adult social care lead.
- Political briefings.
- Secure corporate support and buy-in.
- Maximise the Council's adult social care business intelligence capacity to inform the self-assessment.
- Get health partners and integrated services leadership on board.
- Compare and learn from children's inspections.
- Gather insights from partners and providers.
- Be clear on approaches to co-production and responding to diverse needs.
- Encourage organisational self-awareness.

Lessons learned from other peer challenges.

- Councils need an authentic narrative for their adult social care service driven by data and personal experience.
- The narrative needs to be shared with those with a lived experience, carers, frontline staff, team leaders, middle managers, senior staff, corporate centre, politicians, and partners in health, the third sector and elsewhere.
- Ideally this story is told consistently, is supported by data, and personal experience - do not hide poor services.
- This will probably take the form of:
 - What are staff proud to deliver, and what outcomes can they point to?
 - What needs to improve?

- What are the plans to improve services?
- In the preparation phases, consider putting it on all team agendas asking staff what they do well, what is not so good and to comment on the plans to improve. Collate the information from this process and add to the self-assessment. Ensure the self-assessment is a living document that is regularly updated.
- Immediately prior to CQC arriving, ask staff what they are going to tell the regulator. How is their experience rooted in observable data and contributes to the overall departmental narrative? These stories drive the understanding of yourselves and others.
- The regulator is interested in outcomes and impact from activity. The self-assessment needs to reflect this as do other documents.
- The conversation with the regulator is not therapy! For those interviewed it should be a description of what they do and the impact they have had in people's lives. Case examples written in the authentic voice of those with a lived experience bring this alive.

Immediate Next Steps

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

Whilst it is not mandatory for the council to publish their report, we encourage councils to do so in the interests of transparency and supporting improvement in the wider sector. The LGA would like to publish this Preparation for Assurance Peer Challenge Report on the Association's website but will only do so once we have been advised that it has been put in the public domain by the council through its own internal governance processes.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice, and guidance on several the areas for development and improvement and we would be happy to discuss this.

Clare Hogan is the **LGA Principal Adviser for the North West Region** and main contact between your authority and the Local Government Association. Clare's contact details are:

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In the meantime, we are keen to continue the relationship we have formed with the council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Contact Details

For general information about Adult Social Care Preparation for Assurance Peer Challenges please contact:

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For more information on the programme of adult's peer challenges and the work of the Local Government Association please see our website: [Adult social care peer challenges | Local Government Association](#).



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 11 June 2025
Subject:	Bury Flexi Hall – Operator Procurement	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

- 1.1. This report provides an update to Cabinet on the progress made to date with the procurement of a third-party operator for Bury Flexi Hall. This report also seeks approval to commence the formal procurement process to appoint a third party operator for the Bury Flexi Hall.
- 1.2. Main contract works for the Flexi Hall commenced on 21st October 2024 with the demolition of the former Bury Market office (1 Murray Road), 47-51 Market Street, and 2-10 Princess Parade having now taken place. Preparatory foundation works for the new Flexi Hall are currently underway and the installation of the building's steel frame will begin in August 2025.
- 1.3. Construction of the Flexi Hall is due to complete in Summer 2026. Allowing sufficient time for the operator to complete their fit out the Flexi Hall, the target opening date is Autumn 2026.
- 1.4. The Vision for the Flexi Hall is to have a Hall which acts as a major driver of footfall into Bury Town Centre reinforcing the critical role Bury Market plays in generating visitor numbers to the town centre. Bury Council are seeking an operator with experience of successfully operating similar facilities and who are able to develop a food and entertainment offer that complements the existing assets in Bury Town Centre and improve the night-time economy.
- 1.5. Sixteen Real Estate and STAR Procurement have been appointed to assist with the procurement process and selection of a preferred operator, from the initial expression of interest (EOI) stage through to handover. Sixteen Real Estate will also provide advice and negotiate on commercial agreement terms between Bury Council and the preferred third party operator.
- 1.6. An EOI for the opportunity to operate a food and events hall in the Flexi Hall was launched on 19th March 2025. This was led by Sixteen Real Estate in conjunction with STAR Procurement and the project team. Initial introductory meetings with interested parties were held in late April and early May.
- 1.7. The successful operator will be granted the right to operate the Flexi Hall business within the council's jurisdiction, therefore this arrangement will fall under a 'Concession Contract' The FTS threshold for this is £5,372,609 and

the projected revenue from this contract will fall below this threshold. The council will utilise the EO/Market Engagement to invite a minimum of 3 suitable operators to formally tender for this requirement.

- 1.8. The Property and Estates Board will oversee the procurement process including the tender specification and weightings. Monthly updates will be provided to the Board throughout the procurement exercise.
- 1.9. A further report will be brought back to Cabinet later this year seeking formal approval to award the contract to the chosen preferred operator.

Recommendation(s)

- 2.1. Update Cabinet on the progress made to date on the procurement of a third party operator for Bury Flexi Hall.
- 2.2. That Cabinet grant approval to commence the formal procurement process to appoint a third party operator for the Bury Flexi Hall.

Reasons for recommendation(s)

- 3.1. To allow the Council to progress the procurement of a third party operator for Bury Flexi Hall to ensure we have an operator on board in a timely manner.

Alternative options considered and rejected

- 4.1. Do not commence the procurement process and Bury Council operate and managing the facility directly. This option has been discounted due to lack of internal capacity and experience of operating modern food and entertainment facilities.

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Background

The Flexi Hall

- 5.1. In October 2021 the Council was notified of its successful bid to the Levelling Up fund for a £20 million contribution towards the Bury Market and Flexi Hall project. The Flexi Hall project involves the creation of a high quality, flexible, multi-functional food and events facility adjacent to Bury Market and located at a key gateway to the Town Centre. Capitalising on the unique opportunity

provided by substantial levelling up investment and Council capital match funding, the Flexi Hall is designed to provide an unparalleled, new opportunity to enhance, compliment and expand Bury's cultural, leisure and hospitality offer, including its evening and night-time economy.

- 5.2. The main contract works for the Flexi Hall scheme commenced on 21st October 2024 with the demolition of the former Bury Market office, 47-51 Market Street, and 2-10 Princess Parade having now taken place. Preparatory foundation works for the new Flexi Hall are currently underway and the installation of the building's steel frame will begin in August 2025.
- 5.3. Construction of the Flexi Hall is due to complete in Summer 2026. Allowing sufficient time for the operator to fit out the space, with a target opening date of Autumn 2026.
- 5.4. The Bury Market & Flexi Hall project will support Bury's continued economic recovery from the Covid-19 pandemic and cost of living crisis and will represent the first phase of the longer-term regeneration of Bury Town Centre over the next decade (subsequent phases of regeneration including the delivery of the Mill Gate Strategic Regeneration Framework, Bury Interchange redevelopment etc). In this regard, the project will provide the firm foundations for Bury Town Centre to maintain its vibrancy and status as one of the strongest town centres in Greater Manchester for years to come.
- 5.5. In this regard, the project will support the development of a fairer, greener and more competitive and resilient local economy by delivering a more successful Town Centre which benefits the people and diverse neighbourhoods of Bury, its visitors and businesses.
- 5.6. The project is designed to act as a catalyst that aims to help generate increased footfall and consumer spending, whilst attracting future development, inward investment and encouraging businesses to prosper. As such, the project is aligned to supporting the delivery of several major, corporate strategies and Team Bury partner initiatives including:
 - Bury Council's 'Let's Do It' Vision and Strategy
 - Bury Town Centre Regeneration Masterplan
 - Bury Town Centre Evening and Night-Time Economy Strategy
 - Bury Economic Strategy (2024 – 2034)
 - Bury Town Centre regeneration masterplan strategy
 - Mill Gate Strategic Regeneration Framework
 - Bury Interchange redevelopment

Vision for the Flexi Hall

- 5.7. Bury Council have shared the following vision for the Flexi Hall with potential operators:

- To have a Hall which acts as a major driver of footfall into Bury Town Centre reinforcing the critical role Bury Market plays in generating visitor numbers to the town centre
- To have an evening food offer (the Town has many daytime casual eating venues, but the night-time offer is much weaker).
- To have a food offer of sufficient quality to draw in an audience from the wealthier catchments around Bury who do not use the town centre.
- To develop a food offer that complements the many cultural venues in the Town).
- To have a Hall that is busy on a seven-day basis, with a multitude of different users.
- To create a focal point for the people of Bury, and offer community events, programmes and activities.

Procurement of a Third Party Operator

- 5.8. To date, the project team have been working with STAR Procurement and Sixteen Real Estate to launch an initial expression of interest (EOI) for the opportunity to operate a food and events hall in the Flexi Hall.
- 5.9. STAR Procurement have been appointed to assist the project team with the procurement of a third party operator for Bury Flexi Hall. STAR Procurement will work with the project team and Sixteen Real Estate to provide procurement advice and support with the production and completion of relevant procurement documents through to contract award.
- 5.10. Sixteen Real Estate have been retained to assist with the following:
- Market engagement with agents and operators.
 - Managing the expression of interest and initial introductory meetings with interested parties.
 - Work with Bury Council and STAR Procurement to agree appropriate procurement route to select preferred operator.
 - Provide advice and negotiate on commercial agreement terms between Bury Council and the preferred third party operator.
 - Prepare heads of terms for the occupation of the Flexi Hall by a third-party operator.
 - Act as liaison between Bury Council and the preferred operator to ensure swift and efficient completion of agreement through to handover.
- 5.11. The recent expression of interest was launched on 19th March 2025. This was led by Sixteen Real Estate in conjunction with STAR Procurement and the project team.
- 5.12. This EOI generated a good level of interest from a range of operators. Initial meetings with interested operators were held in late April and early May.

- 5.13. Whilst the Council's preference is to enter into a lease agreement with an operator to take on the whole building, the priority however is to secure an agreement with the right operator who will deliver on the Council's vision for the facility. Therefore, the potential for a management agreement on all or part of the Flexi Hall has not been discounted.
- 5.14. The tender specification and weightings will be taken to the Property and Estates Board for approval. Consideration will be given to the following:
- 5.14.1. Experience of successfully operating similar food and events facilities
 - 5.14.2. Vision for the Flexi Hall (incl. engagement with existing town centre assets, proposed programme of events, opening days/times, staffing structure)
 - 5.14.3. Commercial terms (incl. lease/agreement type, length of agreement, financial returns)
 - 5.14.4. Social value

Timescales

- 5.15. Construction of the Flexi Hall is due to complete in Summer 2026. The operator will require sufficient time to fit out the space for their intended use, for a target opening date of Autumn 2026.
- 5.16. An EOI for the opportunity to operate a food and events hall in the Flexi Hall was launched on 19th March 2025. Initial introductory meetings with interested parties were held in late April and early May.
- 5.17. The successful operator will be granted the right to operate the Flexi Hall business within the council's jurisdiction, therefore this arrangement will fall under a 'Concession Contract' The FTS threshold for this is £5,372,609 and the projected revenue from this contract will fall below this threshold. The council will utilise the EOI/Market Engagement to invite a minimum of 3 suitable operators to formally tender for this requirement.
- 5.18. The intention is to launch the full procurement process in June. The highest scoring operator post procurement process and due diligence processes will then enter into an agreement with the Council. We are seeking to appoint an operator by September 2025.
- 5.19. A further paper will be taken to Cabinet later this year to seek approval to award the contract to the preferred operator.
-

Links with the Corporate Priorities:

- 7.1. The Bury Market and Flexi Hall scheme supports the regeneration of Bury Town Centre and the delivery of each of the themes underpinning the Corporate 'Let's Do It!' strategy. These underpinning themes focus on building inclusive Local neighbourhoods, driving economic growth and Enterprise, shaping public services (Together) collaboratively with communities and businesses, and delivering improvements that are built on Bury's inherent Strengths. All these themes have a correlation about how Bury Town Centre is designed for the future so that it continues to remain vital and viable; a future where people travel less, buy locally, and work and access local services. To this end, the Council has had to think carefully about neighbourhoods and how they can be redesigned to work well. This includes Bury Town centre, its neighbouring communities as well as others across Bury, who depend on it to access services, for retail purposes, for work and business, and for a multitude of other usages including leisure and culture. The Bury Market & Flexi Hall levelling up and Council matching investment will play a major role in the delivery of these priorities and the resulting benefits that will be achieved.
- 7.2. The 'Let's Do It!' strategy acknowledges that we have an unprecedented opportunity to address some of our deepest challenges by seeking to build a fairer society that leaves no-one behind, tackling the climate emergency, as well as addressing inequalities of opportunity within the Borough. In this regard, the Council has embraced the national "Levelling Up" agenda with investment propositions, including the Bury Market and Flexi Hall scheme. This strategic investment in Bury Town Centre is fully aligned with the Council's 'Let's Do It!' strategy, Bury Town Centre regeneration masterplan, and other Team Bury strategic initiatives, whilst a detailed economic value / benefits cost analysis, and strategic case was included as part of the approved Levelling Up Funding bid.

Equality Impact and Considerations:

- 8.1. The scheme has undertaken an Equality Impact Analysis (EIA) which is reviewed regularly as the scheme has been developed. This analysis considers the effect of scheme activity on different groups protected from discrimination under the Equality Act 2010. It aims to manage any associated risk on those affected by the change.
- 8.2. The procurement of a third-party operator will be conducted in accordance with the Public Contract Regulations 2015 and the Procurement Act 2023 that came into force on 24th February 2025. This will ensure that a fair, open and transparent.

Environmental Impact and Considerations:

- 9.1. The Bury Market Flexi Hall is designed so it has the potential to be carbon neutral in operation and is to a BREEAM Excellent standard. The Flexi Hall will incorporate photo voltaic (PV) solar panels sited on its roof which will help to generate sustainable, clean electrical power for the building and achieve building regulation compliance. The Flexi Hall design also incorporates roof mounted Air Source Heat Pumps which are a renewable energy source generating hot water and heat for the building. The timber cladding system to the Flexi Hall's external elevations and colonnade, is a visually attractive, renewable construction material which is also characterised by containing lower levels of embodied energy.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Delivery of and timescales for undertaking the procurement exercise	Cabinet approval to progress the procurement of a third party will enable the tender process to be carried out in a timely manner and a preferred operator being selected in time to engage with Vinci during the Reviewable Design Data process.
Lack of interest from the market.	The appointment of Sixteen Real Estate has enabled us to engage with a wide variety of experienced operators during the initial expression of interest stage.

Legal Implications:

1. It is proposed that the Council will award a concession contract to the winning operator of the Flexi Hall. The award of concession contracts falls within the Procurement Act 2023 although in this instance the contract will be below threshold.

Financial Implications:

If an operator is not in place to allow for the Flexi Hall to open, as planned, in Autumn 2026, there would be financial consequences of having operational costs being incurred with no income being generated as it has been established that there is not the relevant experience within the council to undertake the management of the Flexi Hall internally.

Opening in the Autumn is important to enable the Flexi Hall to be involved in the Christmas hospitality market and any delay to this could mean missing out on what is, for hospitality & events businesses, one of the busiest times of the year.

Choosing the right operator will also have an impact on the ongoing success of the market and choosing that operator at the earliest opportunity will allow their input into the interior uses of the building which will also impact its long-term sustainability.

Appendices:

BMFH Equality Impact and Considerations

Background papers:

10th July 2024 - Bury Market & Flexi Hall – Enabling Works & Main Works tendered cost / approval to progress Enabling Works & Main Works packages

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

Term	Meaning
Third-party operator	The outsourcing of a function to an outside company/organisation to ensure (in this case) the efficient management/operation of the Flexi Hall for the Council (as the client).
Social Value	The positive impact the procurement of services/goods has on the economic, social and environmental wellbeing of a local community or area that exceeds financial benefits.
Expression of interest/Market Engagement	Process of engaging with potential suppliers before you begin buying goods or services for your organisation.



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 11 th June 2025
Subject:	Parking Standards in Bury Supplementary Planning Document- Consultation Draft	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

1. This report details the results of the draft Parking Standards in Bury Supplementary Planning Document (SPD11) consultation and seeks approval for the final SPD to be formally adopted.

Recommendation(s)

2. It is recommended that Cabinet:
 - i. Note the responses to the public consultation and the proposed post-consultation revisions.
 - ii. Approves the revised SPD as the final version to be adopted and published.
 - iii. Delegate authority to the Executive Director (Place), to make any minor non-material editorial amendments to the SPD ahead of its final publication.

Reasons for recommendation(s)

3. SPD11 provides recommended guidelines for parking provision for new development. The aim of the SPD is to ensure that an appropriate level of well-designed vehicle and cycle parking is provided in all new developments. The document will give more comprehensive guidance on the types of parking that should and shouldn't be provided.
4. The adoption of the document will ensure that all relevant planning applications are considered against up-to-date procedures, legislation and national planning policy.

Alternative options considered and rejected

5. No other options were considered/were applicable.

Report Author and Contact Details:

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Position: Service Manager: Strategic Planning and Infrastructure

Department: Business, Growth and Infrastructure

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Background

6. Places for Everyone (PfE) is a joint plan of nine Greater Manchester districts and was adopted on 21st March 2024.
7. One of the key aims of PfE is to set out where we will build the new homes we need, where our businesses will locate to sustain and create jobs for our people, what infrastructure is needed to support the development and to protect and enhance our towns, cities and landscapes. It is proposed to cover a timeframe up to 2039. In meeting our statutory housing targets, there is a requirement to ensure that the necessary infrastructure is also provided to cater for the needs of increased households.
8. PfE Policy JP-C8: Transport requirements for New Development requires new development to be located and designed to enable and encourage walking, cycling and public transport use, to reduce the negative effects of car dependency, and help deliver high quality, attractive, liveable and sustainable environments.
9. SPD11 sets out the development-related parking standards for Bury. These standards include requirements for cars, cycles and powered two wheelers. Guidance for the provision of parking for people with disabilities is also included. In addition, it contains guidance on parking for electric vehicles and provision of car clubs.

Summary of the Consultation Findings

10. In January 2025, Cabinet members approved a draft of SPD11 for consultation purposes. In accordance with the requirements of the Town and Country Planning (Local Planning) (England) Regulations 2012 and the Council's Statement of Community Involvement, consultation was subsequently undertaken over a six-week period running from Friday 31st January to Friday 14th March 2025 in order to establish stakeholder views on its content.
11. Consultation involved making relevant material available for inspection on the Council's web site; in the reception area of the Town Hall; and at Bury, Prestwich, Radcliffe or Ramsbottom Libraries and at the Tottington Centre. Letters/emails were also sent to relevant contacts that are considered to have the potential to be affected by SPD11. The consultation was also advertised via social media platforms.
12. The consultation generated a total of ten responses. Although five of these responded simply to say that they had no comments. These comments and

the Council's response to these comments are set out in the Consultation Statement appended to this report.

13. The consideration of these comments has led to the conclusion that SPD11 would benefit from a small number of changes prior to it being formally adopted and these are also set out in the Consultation Statement. The updated version of SPD11 is attached at Appendix 1.

Conclusion

14. Members are requested to approve the proposed changes to SPD11 before agreeing to adopt it as fully up-to-date guidance.

Links with the Corporate Priorities:

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

15. Places for Everyone forms part of Bury's statutory development plan. It sets out statutory policies and strategic site allocations that will guide future growth and development in the Borough. A key part of the Plan is to rebalance the Greater Manchester economy by significantly boosting the economic output from the north through the delivery of new housing and employment that will benefit both Bury and its residents. The 'Let's Do It' strategy specifically refers to Places for Everyone as having a key role to play in the delivery of its objectives and priorities.

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](#).*

16. A full EIA of the parking standards has been completed with impacts specific to characteristics and circumstances considered. All identified impacts for this activity are neutral or positive.

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)*

17. No material environmental impacts.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Potential Judicial Review of the SPD following adoption.	The SPD has been prepared in accordance with all statutory requirements and is considered to be sound, justified and in accordance with the development plan.

Legal Implications:

18. The statutory requirements for the preparation of SPDs are set out in the Town and Country Planning (Local Planning) (England) Regulations 2012 and the report set out how these requirements have been followed.
19. Before adoption of the SPD, Cabinet must consider the issues raised during the consultation and how those issues have been addressed. If adopted, the SPD will be a material consideration to which regard may be had in determining planning applications.
20. If the SPD is adopted, the Council must publish an “Adoption Statement” specifying the date of adoption, any modifications made and the time limits for anyone aggrieved by the decision to apply for permission for judicial review of the decision.

Financial Implications:

To be completed by the Council's Section 151 Officer.

21. There are no financial implication arising directly from this report.

Appendices:

Appendix 1 – Revised Parking Standards in Bury Supplementary Planning Document

Appendix 2 –Revised Parking Standards in Bury Supplementary Planning Document Consultation Statement

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
SPD	Supplementary Planning Document
PfE	Places for Everyone

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Supplementary Planning Document 11

Parking Standards in Bury

June 2025



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Appendix 1 - Parking Standards Zone Map

Appendix 2 – Car Parking Layouts

Appendix 3 – Cycle Parking Layouts

1 Introduction

- 1.1 Bury Council is committed to tackling climate change. The Council's Climate Action Strategy was adopted in 2021¹ and sets out the actions the Council will take to achieve carbon neutrality by 2038. The transport choices that individuals make will strongly influence the Council's ability to achieve this target; active travel and shared transport are promoted within the Climate Action Strategy over private car use.
- 1.2 One of the ways in which we can make a positive difference is through effective parking provision for all vehicle types in new developments. We want to encourage more walking, wheeling and cycling for shorter journeys, and for longer journeys encourage more sustainable options such as using public transport wherever possible. The level of parking provision in new development can have a key influence on the choice of travel mode.
- 1.3 Ensuring that routes are attractive and useable for pedestrians and cyclists is key to achieving this. Providing sufficient parking for all types of vehicles will be necessary so that parked vehicles do not dominate the street scene or prevent access for pedestrians, cyclists and buses.
- 1.4 This Supplementary Planning Document (SPD) sets out the development-related parking standards for Bury. These standards include requirements for cars, cycles and powered two wheelers. Guidance for the provision of parking for people with disabilities is also included. In addition, it contains guidance on parking for electric vehicles and provision of car clubs.
- 1.5 The SPD includes standards, guidance, and example parking layouts. Developments are expected to meet the standards set out in this SPD. The standards have been developed to consider the specific location and variations in parking demand this is likely to create. It is accepted that there will always be exceptions or developments that have specific circumstances that may warrant a relaxation to the standards. It is recommended that a developer that is considering promoting a development that doesn't follow the standards set out in this SPD should discuss their proposal with the Development Management Team at the earliest opportunity.
- 1.6 SPDs are used to provide further detail and guidance on the implementation of policies and proposals contained in existing Local Plans. Whilst not statutory development plan documents themselves, they can be a material

¹ <https://www.bury.gov.uk/pests-pollution-and-food-hygiene/pollution/lets-go-green-carbon-neutral-bury/burys-climate-action-strategy-and-action-plan>

planning consideration in the determination of planning applications. As such they need to be consistent with national and local planning policies and guidance.

- 1.7 The SPD has been prepared accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012 and the National Planning Policy Framework 2023 and supports Places for Everyone Policy JP-C8: Transport requirements of New Development.
- 1.8 Once adopted, this SPD will supersede the existing adopted standards which are set out in Development Control Policy Guidance Note 11- Parking Standards in Bury (May 2007).

2 Policy Context

National policy guidance

- 2.1 The revised National Planning Policy Framework (NPPF) came into force in December 2024. This document sets out the government's planning policies for England and how these are expected to be applied. The NPPF is a material planning consideration of significant weight. This means that it must be taken into account, where it is relevant, in deciding planning applications and appeals.
- 2.2 Paragraph 111 of the National Planning Policy Framework (NPPF) requires the setting of local parking standards for both residential and non-residential developments to take account of:
- The accessibility of the development
 - The type, mix and use of the development
 - The availability and opportunities for public transport
 - Local car ownership levels
 - The need to ensure an adequate provision of spaces for charging plug-in and other ultra-low emission vehicles
- 2.3 Paragraph 113 covers the setting of maximum standards and states that maximum parking standards for residential and non-residential development should only be set where there is a clear and compelling justification that they are necessary for managing the local road network, or for optimising the density of development in city and town centres and other locations that are well served by public transport (in accordance with chapter 11 of this Framework).
- 2.4 In town centres, local authorities should seek to improve the quality of parking so that it is 'convenient, safe and secure, alongside measures to promote accessibility for pedestrians and cyclists.'
- 2.5 Paragraph 114 covers lorry parking and states that planning policies and decisions should recognise the importance of providing adequate overnight lorry parking facilities, taking into account any local shortages, to reduce the risk of parking in locations that lack proper facilities or could cause a nuisance. Proposals for new or expanded distribution centres should make provision for sufficient lorry parking to cater for their anticipated use.
- 2.6 The Framework requires that the design of streets, parking areas and other transport elements of developments reflects current national guidance, including the National Design Guide and the National Model Design Code (paragraph 115c). Developments should prioritise pedestrians and cyclists

and give access to public transport; should address the needs of the disabled; should create safe, secure and attractive places; should allow for the efficient delivery of goods, and access by service and emergency vehicles; and should be designed to enable charging of plug-in and other ultra-low emission vehicles in safe, accessible and convenient locations (paragraph 117).

- 2.7 All developments that will generate significant amounts of movement should provide a travel plan; applications should be supported by a vision-led transport statement or transport assessment (paragraph 118).

Manual for Streets

- 2.8 Manual for Streets is nationally approved detailed guidance on the design of street layouts, predominantly in residential areas. Chapter 8 covers parking, including cycle parking. It considers in detail the provision of cycle parking, including storage sheds, parking for dwellings including the relationship with garages, options for parking in flats, visitor and communal parking for all types of use.
- 2.9 In respect of car parking, it notes that provision of sufficient spaces is important; however, car clubs can be effective, and communal spaces can be more efficient in providing for needs. It considers the role of on-street parking and highlights advantages and pitfalls. It provides design advice, considers the role of garages and required space sizes. It provides advice on disabled parking and parking for motorcycles.
- 2.10 Manual for Streets 2 supplements Manual for Streets. It considers a wider range of street types and focusses particularly on existing streets and how these can be made to work more effectively. Its Chapter 11 considers the issue of on-street parking and servicing as a component of this.

Local Transport Note 1/20 Cycle Infrastructure Design (Department for Transport)

- 2.11 This Local Transport Note provides official guidance from DfT for local authorities on cycling infrastructure. There are 5 Core Design Principles which are set out as essential requirements to deliver high quality infrastructure and achieve more people travelling by cycle and foot. These principles state that walking and cycling networks and routes should be Coherent, Direct, Safe, Comfortable and Attractive; and the guidance indicates that inclusive and accessible design should run through all proposals.

- 2.12 Specific reference should be given to Chapter 14 of LTN1/20, integrating cycling with highway improvements and new developments. Appropriate cycle facilities should be provided within all new and improved highways in accordance with the guidance contained therein, regardless of whether the scheme is on a designated cycle route, unless there are clearly defined and suitable alternatives.

Greater Manchester Transport Strategy 2040

- 2.13 The Greater Manchester Transport Strategy 2040 (GM2040) aims to make sure that people who live, work, visit and do business in Greater Manchester benefit from world-class connections that support long-term, sustainable economic growth and access to opportunity for all.
- 2.14 The GM2040 ambition is for half of all journeys in Greater Manchester to be made by public transport or active travel by 2040. This is referred to as the 'Right Mix'. This will mean one million more sustainable journeys every day in Greater Manchester by 2040.
- 2.15 GM2040 is supported by a Five-Year Transport Delivery Plan, several transport sub-strategies at various stages of development, such as the Greater Manchester Bus Strategy and a Streets for All Strategy (and accompanying Streets for All Design Guide) and a Local Implementation Plan for each of the ten Greater Manchester local authorities.
- 2.16 Transport for Greater Manchester are currently undertaking a refresh of the GM204. The Refresh of the GM204 will set strategic transport planning policy for Greater Manchester up to 2040. It will set out which transport interventions the Combined Authority area intends to deliver during the plan period, and how these schemes will be funded.

GM2040: Bury Local Implementation Plan

- 2.17 Bury's Local Implementation Plan was approved by Council members in November 2020 and appended to the refreshed GM2040 Delivery Plan. Local Implementation Plans focussed on township and neighbourhood priorities and particularly on active travel.

GM2040: Greater Manchester Street for All Strategy

- 2.18 Greater Manchester has adopted a new Streets for All approach which will help to support the ambition for half of all journeys to be made by public transport or by walking, wheeling and cycling. The Streets for All approach will apply to everything we do on our streets. Streets for All places a strong

emphasis on reducing traffic and road danger and on improving the environment for pedestrians, cyclists and public transport users.

- 2.19 The Streets for All vision is 'to ensure that our streets are welcoming, green, and safe spaces for all people, enabling more travel by walking, cycling and using public transport while creating thriving places that support local communities and businesses. The Streets for All Strategy is accompanied by Greater Manchester's Streets for All Design Guide.

GM2040: The Bee Network

- 2.20 The Bee Network is Greater Manchester's bold vision to deliver a joined-up London-style transport system, transforming how people travel in and around Greater Manchester and enabling them to travel seamlessly across the city-region on buses, trams and trains, as well as by walking, wheeling or cycling.
- 2.21 The Bee Network includes ambitious plans for Greater Manchester to have the largest cycling and walking network in the country, the Bee Active Network, connecting every area and community in Greater Manchester, including in Bury, with more than 1,800 miles of routes and 2,400 new crossings.
- 2.22 This ambition is set out in Greater Manchester's adopted Local Cycling and Walking Implementation Plan - Change a Region to Change a Nation and is supported by the GM Active Travel Commissioner's Active Travel Mission.

Places for Everyone

- 2.23 Places for Everyone (PfE) is a joint plan of nine Greater Manchester districts and was adopted on 21st March 2024.
- 2.24 One of the key aims of PfE is to set out where we will build the new homes we need, where our businesses will locate to sustain and create jobs for our people, what infrastructure is needed to support the development and to protect and enhance our towns, cities and landscapes. The Plan covers a timeframe up to 2039. Greater Manchester and Bury will see considerable population and housing growth over the plan period that will, in turn, lead to increased pressures on infrastructure, including the transport network.
- 2.25 This SPD supplements PfE Policy JP-C8: Transport Requirements of New Development which requires new development to be located and designed to enable and encourage walking, cycling and public transport use, to reduce the negative effects of car dependency, and help deliver high quality, attractive, liveable and sustainable environments.
- 2.26 In relation to parking infrastructure, Policy JP-C8 requires to new development to:

- 1) Make adequate car parking provision, including for disabled drivers and passengers.
- 2) Ensure that car parking provision is well integrated and unobtrusive, so it supports the street scene; and where appropriate parking provision is flexible and can be adapted over time to reflect demand.
- 3) Incorporate enough secure and covered cycle parking to meet long-term demand from occupiers and visitors in a convenient location that helps to maximise its use, and for workplaces, where appropriate providing:
 - i. Showers, changing facilities and lockers for cyclists and walkers
 - ii. Pool or hire bikes for use by occupiers
 - iii. Information in advance about facilities to visitors
- 4) Promote alternatives to car ownership, such as the use of ULEV car clubs rather than the provision of private car parking spaces.
- 5) Promote the increased provision of ULEV charging infrastructure including meeting any standards set by local plans.
- 6) Provide for overnight parking and rest areas, with appropriate facilities, for heavy goods vehicle drivers, where the development is likely to generate demand, and it is appropriate to the location.

Bury Local Transport Strategy 2040

- 2.27 The Bury Local Transport Strategy was approved by the Council's Cabinet on 5th October 2023. The strategy is a non-statutory document that sets out a plan for transport investment in Bury for the next twenty years and beyond, covering all modes of travel in the borough.
- 2.28 Through the Local Transport Strategy, Bury Council wants to make it easier for people to get around by public transport, on foot and by bike, while also managing congestion and making journey times more reliable for everyone, including drivers. Investment in transport will help grow the economy, reduce deprivation and improve the health and well-being of residents.

Bury Council Climate Action Strategy

- 2.29 The transport network is one of the biggest contributors to carbon emissions and this means measures must be taken locally and nationally to reduce vehicle carbon emissions and enable more travel by zero emission modes.
- 2.30 Like all the Greater Manchester local authorities, Bury Council has declared a climate emergency and set a target to be carbon neutral by 2038. Adopted

in 2021, the Council has devised a strategy for achieving carbon neutrality by 2038. The Strategy has nine key action areas, one of which is transport.

- 2.31 Car ownership levels vary across the Borough and one of the Climate Action Strategy priorities is to work towards having fossil-fuel-free travel by 2038. This will be achieved by promoting active travel and public transport and transition the necessary vehicles to zero emission alternatives.

Bury's 'Let's Do It!' Strategy

- 2.32 Bury's Let's Do It Strategy is a ten-year vision and strategy for the Borough. It seeks to build upon a shared sense of local pride and act as a call to arms for progressing the local vision of achieving 'faster economic growth than the national average, with lower than national average levels of deprivation'.

- 2.33 It is a single strategy for the council, police, health, other public services, the voluntary, community and faith sector and business communities and some of its key aims are to:

- Develop every township in the borough to be better and stronger than before the Covid-19 pandemic.
- Tackle the causes of inequality and ensure that our children have a better start in life, with access to improved education and broader horizons.
- Help every adult to have the opportunity to be their very best through access to high quality, local work and to help our older residents stay connected and independent.
- Support local businesses as they seek to recover and thrive; and
- Deliver net zero emissions and a cleaner environment for all.

3 Overall Approach to Parking Requirements

- 3.1 This chapter of the SPD defines the Council's approach and expectations for vehicle and cycle parking at new developments, supporting the Bury Local Plan to help deliver sustainable development and economic growth by recognising that parking needs and demands vary by location. It is noted from the outset that the effects of parking are often negative, both perceived and observed, and so setting standards provides the Council with the ability to have more flexible control over how parking and its effects are managed.
- 3.2 Careful and appropriate management of parking is a key element of the Bury Local Transport Strategy. An oversupply of parking can stimulate demand for car travel. This generates traffic on the network that increases congestion and delay, contributes to poor air quality and makes walking and cycling less safe and convenient. It also commandeers land which could be used for better purposes.
- 3.3 However, in certain circumstances, where parking supply is too low, this can act to inhibit economic activity, growth and social functions, particularly in locations with limited access to public transport. Lack of parking can exacerbate localised network inefficiency and lead to inconsiderate parking causing obstruction and hazards for cyclists and pedestrians. Many residential areas are reliant upon the availability of on-street parking to provide for household parking needs.
- 3.4 In line with paragraph 9 of the NPPF, it is acknowledged there is a need to reflect local circumstances, context and requirements of individual developments when assessing applications. For smaller sites, not generating significant amounts of movement, where an applicant chooses to provide significantly more or less parking than the standard, this would need to be accompanied by supporting evidence that demonstrates the level of demand for parking generated by the development and how this can be catered for. It should be clear that flexibility under certain circumstances is not a licence for providing significantly more or significantly less parking provision than indicated within this document.
- 3.5 In cases where a proposal departs from the parking standards, either the Design and Access Statement, or the Transport Statement/Assessment shall be expected to include the following items:
- Consideration of likely trip generation and parking accumulations for the proposed development based upon the type, mix and use of development evidenced as appropriate.

- How the proposed car parking levels relate to the accessibility of the development and the availability and opportunities for public transport evidenced by Greater Manchester Accessibility Level (GMAL) mapping.
- Details of how the parking will be managed and how that will mitigate any under or over-provision; and
- Surveys of parking capacity and occupancy levels on surrounding streets and parking areas (where applicable).

3.6 The above is by no means intended as an exhaustive list and in cases where an applicant is considering a departure from the standards, the Council would encourage them to discuss this with its Development Management officers in the first instance.

3.7 All types of development proposals will be required to consider providing levels of parking in line with the standards set out within Chapter 4 of this SPD. The provision of adequate parking facilities will also be required to meet appropriate design standards as set out in Chapter Six of this SPD. The provision of adequate parking facilities and their design should be appropriate to the scale, nature, location and users of a proposal.

Vision-Led Planning for Larger Developments

3.8 In line with paragraph 118 of the NPPF, all developments that will generate significant amounts² of movement should be supported by a vision-led transport statement or transport assessment.

3.9 In all such transport assessments and statements, evidence should be provided in accordance with paragraphs 3.5 and 3.6 above to illustrate how the car parking levels to be provided:

- Reinforce the transport vision for the site.
- Support any identified need for overall car parking levels to act as demand management as part of the multi-modal access strategy; and
- Utilise the standards in Chapter 4 of this SPD as a reference point to define an appropriate level of car parking linked to available evidence.

Zonal Approach

3.10 A zonal approach to parking standards has been incorporated into the standards. Zoning is an accepted and understood practice and the use of

² See Table 8 “Applications requiring Transport Assessments and Transport Statements”

zoning of parking standards based on location, is used by most major cities in the UK.

- 3.11 Accessibility and public transport are intertwined. The availability of public transport is a major component of whether a locality is accessible, and the transport networks that serve a locality are likely to determine at least in part the pattern of public transport provision.
- 3.12 In terms of access to a broad range of services, the most accessible locations are those which are close enough to the town centres, with a wide range of services. Bury Town Centre as the Borough's sub-regional centre is the most accessible location and has the highest level of access to facilities.
- 3.13 The other town centres of Ramsbottom, Radcliffe and Prestwich also have access to a large range of facilities typically within walking and commutable distance via public transport whilst the District Centres at Tottington, Whitefield and Sedgley Park provide a more limited but still significant range of services. However, Whitefield is considered to have a higher level of accessibility when compared to Tottington and Sedgley Park due to Whitefield Metrolink Stop falling within the District Centre.
- 3.14 The Borough also contains several village settlements that, because of their location outside the main urban area, are relatively isolated and self-contained settlements set within wider areas of open land and 'washed over' by Green Belt. These areas are considered to have low levels of accessibility.
- 3.15 Locations that are sufficiently accessible to lead to lower demand for parking will need to be conveniently located in relation to public transport stops (bus and Metrolink), whether for access to workplaces and services beyond the immediate area (in the case of residential development) or for customers and staff to reach them (in the case of commercial uses).
- 3.16 A lower provision of private car parking may therefore be appropriate on the most sustainable sites in accessible locations if circumstances permit and incentives, such as car clubs, are provided as part of a development. Developers will be expected to provide evidence to demonstrate the approach taken in accordance with paragraphs 3.5 to 3.9.

Parking Standard Zones

- 3.17 The amount of parking to be provided is determined based on parking standard zones. These zones have been derived based on local evidence, consideration of Places for Everyone Policy JP-H4: Density of New Housing and by using Greater Manchester Accessibility Levels (GMAL)³ which

³ [GM Accessibility Levels \(GMAL\) - data.gov.uk](https://data.gov.uk/data/greater-manchester-accessibility-levels-gmal)

measure the accessibility of locations across Greater Manchester by walking and public transport.

3.18 The parking standard zones will be applied as follows:

Location	Within the Location	Within 400m of Location	Within 800m of Location
Bury Town Centre	Zone 1	Zone 2	Zone 3
Ramsbottom Town Centre	Zone 2	Zone 3	Zone 4
Radcliffe Town Centre	Zone 2	Zone 3	Zone 4
Prestwich Town Centre	Zone 2	Zone 3	Zone 4
Whitefield District Centre	Zone 2	Zone 3	Zone 4
Tottington District Centre	Zone 3	Zone 4	Zone 4
Sedgley Park District Centre	Zone 3	Zone 4	Zone 4
Other Metrolink Stops	Zone 3	Zone 3	Zone 4
Rest of the Borough	Zone 4	Zone 4	Zone 4

3.19 When determining parking standards, developers must refer to the zone map to determine the zone applicable to the site and apply the relevant parking standards as provided in this SPD. Where development sites traverse more than one parking zone, the Council will expect the parking standards to be derived based on the Zone with the lowest parking standard requirement (i.e. Zone 1 is lowest, Zone 4 is highest).

3.20 Plans of the zones are provided within Appendix One.

Mitigation Measures

3.21 Development proposals may include measures that result in a reduced need for parking on the site, or for any adverse effects of parking on sites to be reduced or eliminated. In assessing any development proposal, the measures put forward as mitigation will need to be over and above the standard requirements of policy for the prioritisation of sustainable transport modes and active travel. For instance, cycle parking should not be considered as mitigation, but as a basic requirement on all sites. The Council will seek mitigation measures that prioritise choice of travel modes in line with national and local policy.

- 3.22 Mitigation measures may allow for a reduction (or in some cases elimination) of parking needed on site, and/or operational parking and access space. This may be essential in allowing the site to accommodate the amount or type of development proposed.
- 3.23 Where a reduction in parking below the standard is likely to transfer parking to other locations, development would be considered unacceptable unless it can be demonstrated that those other locations have a clear surplus of parking space.
- 3.24 Where parking provision within a development is likely to cause displacement of parking onto other surrounding areas i.e. on street residential areas, be that through the level of parking provided or the charges associated with it, then contributions will be required from developers to potentially implement parking control measures e.g. a Residents Parking Zone. If, however, the displacement of parking impacts on highway safety and no appropriate parking control measures can be implemented, the development may be refused in accordance with National Planning Policy Framework paragraphs 115 and 116.

Car-free Developments

- 3.25 Whilst encouraging residents to use modes of travel other than private cars is a priority, alternative transport provision needs to be in place to enable that change to happen. This includes public transport (especially for journeys commuting to and from work) and walking and cycling routes for shorter journeys. It isn't feasible to remove parking spaces and expect residents to give up their cars without there being alternative modes of travel available. Doing so is likely to result in high levels of on-street parking which is detrimental to encouraging walking and cycling.
- 3.26 Car-free development is unlikely to be suitable for accommodation aimed at certain groups of people, such as disabled people and the elderly as they may be restricted in the distance that they are able to walk. These groups often rely on a car to maintain their independence, or if not able to drive use other services such as taxis, dial-a-ride services or family and friends that will need to be able to collect the resident from close to their property.
- 3.27 Residents of a car free development will not be eligible for a parking permit should a residents parking zone exist in the area or close by.
- 3.28 Each car-free development proposed will be assessed on its own merits. Developers considering promoting a car free development should contact the Development Management Team at the earliest opportunity to discuss their proposal.

4 Vehicle Parking Standards

- 4.1 The tables below show the Council's car parking standards for each of the main land uses. These should be applied with the guidance outlined in the previous section and the design guidance provided in Chapter six.

Electric Vehicle Parking

- 4.2 A key method to achieve the decarbonisation of transport as part of the Bury Climate Action Strategy is to encourage residents to make the transition to electric vehicles.
- 4.3 Bury Council has adopted the Greater Manchester Electric Vehicle Charging Infrastructure Strategy (GMEVCI) and committed to the vision that by 2030 GM's businesses, residents and visitors to the region, who have no choice but to travel by car will be able to use electric vehicles with the confidence that they will be able to conveniently recharge them via public or private charging points. Accordingly, this will help to improve air quality and reduce tailpipe carbon emissions across the borough.
- 4.4 EV charging requires designated parking bays with charging infrastructure provided. Bury Council will therefore ensure new developments are designed with the infrastructure needed to expand EV charge point provision in future as demand increases. Table 1 below sets out charging infrastructure requirements in new development for electric vehicles.

Table1: Electric Vehicle Parking Standards

Type of Development	Charging Infrastructure Standard
Residential Dwellings	For every dwelling with allocated car parking, at least one parking space shall be provided with an active EV charge point.
Residential apartment buildings with more than 10 associated parking spaces.	For every dwelling with allocated car parking, at least one parking space shall be provided with an active EV charge point plus passive charging provision for all remaining parking spaces.
Non-residential buildings, residential institutions, secure residential institutions and hotels with more than 10 parking spaces.	10% of spaces to have access to an electric vehicle charge point (Active Provision) and a further 10% to have passive charging provision.

- 4.5 Active provision for electric vehicles includes a socket or equivalent connected to the electrical supply system that vehicle owners can use to recharge their vehicles.
- 4.6 Passive provision for electric vehicles includes the network cable routes and power supply necessary so that a future date a socket or equivalent can be added easily to allow vehicle owners to recharge their vehicles.
- 4.7 For those developments where no off-street car parking is provided, contributing to the expansion of the Borough's publicly accessible rapid charging and on-street charging network, especially where development is served by electric vehicles for taxis and deliveries and servicing.
- 4.8 Designated bays for electric vehicle charging will typically be counted as part of the parking standard and not in addition to it. Where appropriate, details of how electric vehicle charging bays will be allocated and managed should be included within Transport Assessments or Travel Plans.

Parking for People with Disabilities

- 4.9 Many disabled people rely on the private car as their principal mode of transport. The ease of their journey is largely dependent on whether it is possible to park close to their destination. It is therefore vital that well located, well designed disabled parking bays are provided at key locations e.g. home, work, shops and other public sites to improve accessibility for those who are mobility impaired.
- 4.10 The level of disabled parking to be provide at each development is typically calculated as a percentage of the total vehicle parking standards with a minimum of one space across all developments and across all zones.
- 4.11 There will be some development sites where a bespoke approach will be needed to meet specific needs, based on different user groups. In such instances, the provided standards should be considered a guide towards determining site-specific requirements and it is expected that the mobility needs will be considered and supported by the proposed development.
- 4.12 For residential developments disabled parking spaces allocated solely for the use of a disabled person won't usually be required. This is because it is impossible to know which properties may have a disabled resident. The parking bay layouts and dimensions particularly for driveway parking have considered the needs of disabled people, with additional space specified for each side of a parking bay to enable a disabled person to access a parked vehicle. This is to ensure that new residential properties are suitable for a

disabled person to occupy whilst also ensuring compliance with the Equality Act 2010⁴.

- 4.13 In appropriate developments and locations, it may also be appropriate to consider the need for provision of secure and covered parking for mobility scooters. In residential developments, there will be a need to ensure that there is at least the potential for the storage of mobility scooters in a secure building, or within a secure part of the curtilage under cover, such as a car port. Level access will be required to a private area of the property for this to be achievable.
- 4.14 Dedicated parking spaces for mobility aids, should be provided either within an on-plot garage, shed or cycle storage in safe, accessible, and secure communal parking spaces. With commercial developments sufficient space to park a mobility scooter on the forecourt close to the entrance in a location highly publicly visible (similar to any cycle parking) will suffice in most circumstances. This does not need to be marked; there simply needs to be sufficient space.

Parking for Powered Two Wheelers

- 4.15 Motorcycle parking has many similar requirements to cycle parking. It must be near, clear, secure and safe to use. It must be located in well-lit areas which are close to destinations and visible and/or have CCTV coverage so as to deter theft.
- 4.16 The level of motorcycle/powered two-wheel parking to be provided at each development is calculated either as a percentage of the total vehicle parking standards or as a bespoke space/Gross Floor Area (GFA) provision.
- 4.17 There is no requirement to provide dedicated parking for powered two-wheelers at residential developments. A sufficient proportion of developments include garages, which can provide for a motorcycle; otherwise, access to the private area of the curtilage will allow for a small bespoke building to be added in many cases. Providing that private outside space is accessible other than through the dwelling (i.e. it is not walled in) (as also necessary for cycles and mobility scooters), this will ensure that residents of new houses will be able to keep motorcycles.
- 4.18 In the case of new-built flats, motorcycles would normally be kept in the allocated car parking spaces. Ideally, for a motorcycle this would include a post or railing, against which to lock the motorcycle. In most cases, the subsequent installation of a post or wall-mounted rail would be possible to provide for a motorcycle on an individual space. Therefore, no specific provision is required of developers at the outset.

⁴ <https://www.legislation.gov.uk/ukpga/2010/15/section/20>

- 4.19 For commercial uses, where there are significant numbers of employees or visitors overall, it may be advantageous to developers for motorcycle spaces to be grouped together, as this will achieve a significant space saving.
- 4.20 Table 2 below sets out parking standards for powered two wheeled vehicles.

Table 2: Powered Two Wheeled Parking Standards

All types of non-residential development	Parking Standard
GFA of 1000sqm or more	A minimum of 2 spaces with anchorage points, 1 space per 70 total car spaces.
Minor Developments GFA below 1000sqm	Case by case basis.

- 4.21 Where spaces specifically allocated for motorcycles are provided, spaces should be provided with anchorage points or a rail, ideally 60 cm from the ground, to which the motorcycles can be secured. Such spaces should be in a well-lit area with constant natural surveillance easily visible from the entrance to the premises.
- 4.22 Where long-stay motorcycle parking (over 4 hours) is to be provided, it should be in a secure covered structure that may be shared with cycles.

Parking for Goods Vehicles

- 4.23 Certain uses will be frequently serviced by larger vehicles including Heavy Goods Vehicles (HGVs). Where this is the case, parking / loading / standing areas should be provided. Given the range of development this could include, each application will be assessed on its own merits. Guideline figures are however provided within the following tables for Business, Industrial and Storage and Distribution uses.
- 4.24 Where appropriate, it will be necessary to demonstrate through Transport Statements / Transport Assessments or separate Construction Management Plans how goods vehicles will be managed as part of the proposed development, where these vehicles enter a site, they will be expected to enter and leave in forward gear.
- 4.25 For developments falling within the E and Sui Generis use classes, provision of parking for goods vehicles will be considered at the design stage and each case will be considered on its merits.

Drop Off and Loading Areas

- 4.26 Parking for coaches to set passengers down and pick them up will be considered appropriate and necessary for certain uses and developments, most notably those which are leisure related. However, this requirement will be reasonably unique to each site and therefore will be considered on a case-by-case basis.

Shared Mobility and associated services

- 4.27 Shared mobility is increasingly important when considering transport policy and it is considered to comprise transportation services and resources that are shared among users. This includes elements of public transport, e-bike or scooter hire, vehicle-based modes (carsharing or car club, especially electric car clubs), and commuter-based modes or ridesharing.
- 4.28 For town centre locations, parking for electric bicycles, e-scooters and car club spaces must be considered where necessary, and at suitable locations which complement the public realm (as decided at the discretion of the Council's Highways Department). Proposals such as these should be accompanied by sufficient evidence to demonstrate that a lower provision of car parking will not result in significant Highway issues or alternatively affect pedestrian needs in any way whatsoever (with e-scooter requiring designated parking by law dependent upon future legislation).
- 4.29 Whilst single occupancy private car trips may be justifiable for some trips there are a wide range of potential modal options and services that could be introduced within new developments to help provide suitable alternatives to private car use.
- 4.30 Mobility Hubs bring together shared transport with public transport and active travel in spaces designed to improve the public realm for all. There is further scope to include other services and can be delivered at different scales. They aim to deliver integrated, quality services that consider the needs of those who live nearby as well as those who travel through them. Mobility Hubs would be welcomed by the Council for residential, leisure and employment related developments.
- 4.31 Car club schemes can reduce demand for car parking in residential development by reducing car ownership. They can also provide opportunities to employers in terms of business travel, particularly in comparison with pool or lease cars, amongst other benefits.
- 4.32 Some car clubs charge a membership fee (often paid monthly or annually) which allows an individual access to car club vehicles. Every time a car is used a fee is charged which is based on the type of vehicle borrowed, the length of time the vehicle is borrowed for, and the mileage incurred. Usual costs associated with owning a car (such as road tax, insurance, fuel, MOT,

servicing, and breakdown cover) are usually covered by the membership fee.

- 4.33 There are two main models of car club – ‘back-to-base’ (where a vehicle is taken and returned to the same location) and one-way models. Once a signed-up member, a vehicle can be booked in advance online (sometimes via an app.). Depending on the system in place a vehicle is often unlocked using a smart card or smart phone.
- 4.34 Parking spaces for Car Club vehicles and designated spaces for those who are car sharing to a site will be considered on a site-by-site basis depending upon location, site uses and how they support a vision-led transport strategy (in the case of larger developments). It is recommended that all developments consider the viability of car clubs and car share opportunities for staff and business use. In Bury Town Centre residential and corporate car club provision can be complementary, with businesses utilising the service for fleet purposes during weekdays and residential usage at evenings and weekends.

Houses in Multiple Occupation (HMOs) and shared housing

- 4.35 The level of parking provision for HMO's acknowledges that HMOs and shared housing tend to attract occupiers with lower-than-average levels of car ownership compared to the general population.
- 4.36 The provision of off-street parking through the replacement of traditional front gardens with open hard standing and the removal of front and side boundary walls will be resisted. Removal of these elements can negatively impact the character of the street and in some cases exacerbate localised flooding.
- 4.37 Commuted sums for parking control or other measures to mitigate the effect of parking demand generated (such as contributions towards a shared mobility provision) will be considered for developments that do not satisfy the requirements.
- 4.38 New HMO and shared housing developments in Zone 1 should only provide parking for disabled residents and visitor/drop-off. New HMO and shared housing developments in Zone 1 will be excluded from residents parking schemes and residents or tenants will not be eligible for on-street parking permits to safeguard parking availability for existing residents and encourage a low car approach to such developments.

Mixed Use Developments

- 4.39 Where development includes both residential and other uses, consideration should be given to how parking spaces can be shared between uses particularly where non-residential use is more likely to attract the need for

parking during the day. A parking management plan may be required to demonstrate how these shared spaces will be managed.

How to Use the Tables

4.40 When applying the standards contained within this SPD, please note:

- All parking levels relate to gross internal floor space unless otherwise stated.
- Levels of parking per member of staff (full time equivalent) should be calculated using the average of those employed on site at any one time.
- Where it is calculated that part of a space is required, this should be rounded up to the next whole number.
- Figures in the tables should be viewed as the expected standard, however, as noted above each development will be considered on an individual basis taking into account local circumstances and evidence.
- Unallocated parking spaces encompass both communal and visitor parking.
- Unallocated parking should only be utilised in developments of 20 units or more, in order for variances in ownership etc to work.

Table 3: Parking Standards for Residential Developments

Development	Description	Number of car parking spaces in Zone 1	Number of car parking spaces in Zone 2	Number of car parking spaces in Zone 3	Number of car parking spaces in Zone 4	Disabled Parking
Hotels (C1)	Hotels	Disabled parking only	1 space per 3 bedrooms	1 space per 1 bedroom		
Residential Institutions (C2)	Convalescent, Residential care and Nursing Homes	1 space per 3 staff & 1 space per 10 beds	1 space per 2 staff & 1 space per 5 beds	1 space per 2 staff & 1 space per 4 beds		6% of capacity or 3 spaces whichever is greater.
	Residential School/college or training centre	1 space per 2 staff & 1 space per 5 beds		1 space per 2 staff & 1 space per 4 beds		Over 200 bays: 4% of total car parking capacity or 12 spaces whichever is greater.
	Student Accommodation	Disabled parking only		1 space per 3 beds.		
	Hospitals	Parking provision for proposals for hospitals will be assessed on a case-by-case basis.				
General Residential (C3)	Dwelling flats and apartments	Disabled parking only or 1 space per 10 dwellings where clear need can be demonstrated.	1 space per dwelling & 0.25 per dwelling allowance for visitor spaces.	1.5 spaces per dwelling.		6% of the total number of units or 3 spaces whichever is greater.
	Dwelling Houses	0.5 space per dwelling	1 space per one bed dwelling. 1.25 spaces per two bed dwelling.	1 space per 1 bed dwelling. 2 spaces per two & three bed dwellings.		N/A if parking is in curtilage of dwelling. Wherever parking is non-curtilage: 6% of

Development	Description	Number of car parking spaces in Zone 1	Number of car parking spaces in Zone 2	Number of car parking spaces in Zone 3	Number of car parking spaces in Zone 4	Disabled Parking
			1.5 space per three bed dwelling and greater	3 spaces per four-bed dwelling and greater		total units or 3 spaces whichever is greater.
	Retirement living or sheltered housing	1 space per 3 dwellings & 0.25 unallocated visitor spaces.				6% of capacity or 3 spaces whichever is greater.
Houses in Multiple Occupancy (HMO) (C4) and Sui Generis HMOs	Houses in Multiple Occupation	Disabled parking only.	0.25 unallocated spaces per bedroom Alternative provision levels to be considered on a case-by-case basis	0.5 unallocated spaces per bedroom Alternative provision levels to be considered on a case-by-case basis.		To be provided based on likely need and requirement identified by developer, in collaboration with local planning authority

Table 4: Parking Standards for Non-Residential Developments

Development	Description	Number of car parking spaces in Zone 1	Number of car parking spaces in Zone 2	Number of car parking spaces in Zone 3	Number of car parking spaces in Zone 4	Disabled Parking
General Industry (B2) *	Carrying on of an industrial process other than one falling within the uses described in Class E	Disabled parking only	1 space per 100sqm	1 space per 60sqm		6% of capacity or 3 spaces whichever is greater Over 200 bays: 4% of total car parking capacity or 12 spaces whichever is greater
Storage or Distribution (B8)	Storage/Distribution Centre	1 space per 500sqm	1 space per 250sqm	1 space per 100sqm		

*Specific and/or niche development types such as chemical and hazardous waste facilities will require additional bespoke considerations to be agreed with the Development Management team.

Development	Description	Number of car parking spaces in Zone 1	Number of car parking spaces in Zone 2	Number of car parking spaces in Zone 3	Number of car parking spaces in Zone 4	Disabled Parking
Commercial, business and Service (E)	Display or retail sale of goods, other than hot food ⁵	1 space per 100sqm	1 space per 50sqm	1 space per 25sqm	1 space per 20sqm	6% of capacity or 3 spaces whichever is greater. capacity
	Shops (a) -Food Retail	Disabled parking only.	1 space per 20sqm	1 space per 15sqm	1 space per 10sqm	
	Cafes and Restaurants (b)	1 space per 100sqm public floor area	1 space per 50sqm public floor area	1 space per 15sqm public floor area	1 space per 5sqm public floor area	Over 200 bays: 4% of total car parking capacity or 12 spaces whichever is greater
	Financial/professional services (c) (i) (ii) (iii)	1 space per 100sqm	1 space per 50sqm	1 space per 35sqm		

⁵ E(a) Display or retail sale of goods other than hot food & F2(a) Non-Food Retail

Development	Description	Number of car parking spaces in Zone 1	Number of car parking spaces in Zone 2	Number of car parking spaces in Zone 3	Number of car parking spaces in Zone 4	Disabled Parking
	Indoor Sport and Fitness (d)	Disabled parking only	1 space per 25sqm	1 space per 20sqm		
	Medical and Health Services (e)	Disabled parking only	1 space per 2 staff and 3 spaces per consulting room	1 space per 2 staff and 4 spaces per consulting room		
	Nursery, Creche and Day Centres (f)	1space per 2 staff	1 space per 1.5 staff	1 space per 1 staff		
	Offices (g) (i)	1 space per 100sqm	1 space per 70sqm	1 space per 50sq	1 space per 40sqm	
	Research & Development, (g) (ii)	1 space per 35sqm	1 space per 35sqm	1 space per 25sqm		
	Light Industrial (g) (iii)	1 space per 500sqm	1 space per 250sqm.	1 space per 100sqm.	1 space per 50sqm.	

Development	Description	Number of car parking spaces in Zone 1	Number of car parking spaces in Zone 2	Number of car parking spaces in Zone 3	Number of car parking spaces in Zone 4	Disabled Parking
Learning and non-residential Institutions (F1)	Primary and Secondary Schools (a)	0.5 spaces per classroom	1 space per classroom	2 spaces per classroom		6% of capacity or 3 spaces whichever is greater.

Development	Description	Number of car parking spaces in Zone 1	Number of car parking spaces in Zone 2	Number of car parking spaces in Zone 3	Number of car parking spaces in Zone 4	Disabled Parking
	Higher/Further Education (a)	1 space per 4 staff.	1 space per 2 staff.	1 space per 2 staff plus 1 per 15 students.		Over 200 bays: 4% of total car parking capacity or 12 spaces whichever is greater
	Special Education Needs (SEN) Schools	Parking provision for proposals for Special Education Needs (SEN) Schools will be assessed on a case-by-case basis.				
	Art Gallery, Museums, Exhibition Halls (BCE)	Disabled parking only or 1 space per 100sqm public floor area (to be agreed with the Development Management team).	1 spacer per 50sqm public floor area	1 space per 30sqm public floor area		6% of capacity or 3 spaces whichever is greater Over 200 bays: 4% of total car parking capacity or 12 spaces whichever is greater
	Library (d)	Disabled parking only	1 spacer per 50sqm of public floor area	1 space per 30sqm of public floor area	1 space per 30sqm of public floor area	
	Public Worship (f)	Disabled parking only.	1 space per 20sqm of public floor area	1 space per 10 sqm public floor area	1 space per 10 sqm public floor area	
	Law Courts (g)	Parking provision for proposals for law courts will be assessed on a case-by-case basis.				
Local Community (F2)	Halls or Meetings Places (b)	Disabled parking only	1 space per 20 seats	1 space per 10 seats		6% of capacity or 3 spaces whichever is greater.

Development	Description	Number of car parking spaces in Zone 1	Number of car parking spaces in Zone 2	Number of car parking spaces in Zone 3	Number of car parking spaces in Zone 4	Disabled Parking
	Outdoor Sport/Recreation (c)	Disabled parking only	1 spacer per 5 people expected to use the facility at any one time (typical peak occupancy)	1 spacer per 2 people expected to use the facility at any one time (typical peak occupancy)		Over 200 bays: 4% of total car parking capacity or 12 spaces whichever is greater.
	Swimming Pools/Ice Skating Rinks (d)	Disabled parking only	1 space per 30sqm of public floor area	1 space per 25sqm of public floor area		

Development	Description	Number of car parking spaces in Zone 1	Number of car parking spaces in Zone 2	Number of car parking spaces in Zone 3	Number of car parking spaces in Zone 4	Disabled Parking
Sui Generis (no class specified)	Cinemas, theatres, bingo halls and casinos, conference centres and concert halls	Disabled parking only	1 space per 10 seats	1 space per 5 seats		6% of capacity or 3 spaces whichever is greater.
	Public Houses, Wine Bars, Other Drinking Establishments	Disabled parking only	1 space per 20sqm of public floor area	1 space per 10 sqm of public floor area		Over 200 bays: 4% of total car parking capacity or 12 spaces whichever is greater.

	Car Related Uses	Parking provision for proposals for car related uses will be assessed on a case-by-case basis.		
	Petrol Filling Stations	Parking provision for proposals for Petrol Filling Stations will be assessed on a case-by-case basis.		
	Hot Food Takeaways, (Including drive throughs)	Disabled parking only	1 space per 35sqm of gross floor area	1 space per 20sqm of public floor area
	Stadia	Parking provision for proposals for Stadia will be assessed on a case-by-case basis.		

5 Cycle Parking Standards

- 5.1 The provision of good quality cycle storage is an important means of encouraging more people to cycle and therefore reduce pressure on the highway both in terms of congestions and car parking demand.
- 5.2 To facilitate an increase in journeys that are cycled, it is important that conveniently located secure cycle parking is provided at every new residential development for both residents and visitors. All cycle parking should be accessible and easy to use, with no inconvenient detours, steep slopes, or narrow access ways. The facilities provided should be easy to use by all members of the community at all life stages, without the need to lift or drag the cycle.
- 5.3 Electric bikes or E-bikes are becoming increasingly popular. Although e-bikes are approximately the same dimensions as a standard cycle they tend to be heavier due to the battery. This makes it even more important to consider how an e-bike may need to be manoeuvred.

Cycle Storage for Residential Dwellings

- 5.4 Residents cycle parking is aimed at residents own cycles, where a cycle will normally be parked longer term including overnight. Residents cycle parking should be conveniently located, so that cycling is the first choice for short trips.
- 5.5 For residential dwellings, cycle storage will be required, rather than cycle parking. This is to be within a structure with a roof and a lockable door. For houses, cycle storage may be provided in garages and other outbuildings at the front of the property. Storage in outbuildings to the rear of the property is acceptable subject to access to these buildings being achieved without the need to pass through the dwelling.
- 5.6 The design of residential properties can often cause a barrier to cycle use. This is particularly likely where extensions are added to existing dwellings which seal the rear curtilage of the dwelling and prevent access to it other than through the front door. This can occur through side extensions or garage conversions into habitable accommodation. Many such cases occur under permitted development rights. However, where side extensions or garage conversions require planning permission, they will only be permitted where access to either a garage or to the rear of the property externally is maintained.
- 5.7 The Council needs to ensure that the availability of cycle storage is available to occupants for the lifetime of a development. Therefore, where there is the possibility that a new dwelling could be extended to the side at a later date, in a way that would obstruct any access to the rear for cycle storage (without

providing it through a garage), or would result in the conversion of a garage that provides for cycle storage, the Council will consider imposing planning conditions withdrawing permitted development rights accordingly where required.

- 5.8 For apartments, secure, communal cycle shelters are to be provided. Buildings used for waste bins or plant are not acceptable for cycle storage. Sheffield stands are the preferred type of cycle parking for apartments and one Sheffield stand counts as two spaces if it can be used from both sides.
- 5.9 Cycle parking for apartments should have a level of natural surveillance - located outside of a window, and where there is likely to be pedestrian traffic walking past or entering and exiting the building. The proposed location should be well lit and not hidden by landscaping or planting.
- 5.10 Visitor cycle parking is aimed at short-term visits, where a cycle will normally be parked for up to 2 hours. It will depend on the type of housing as to what would be the most appropriate type of cycle parking.
- 5.11 Residential cycle parking is required for each property; additional provision for visitor parking could be provided in the same form at the same location.

Table 5: Cycle parking standards for Residential Development

Development	Description	Staff /Resident Parking (long Stay)	Visitor Parking (Short Stay)
Residential Institutions (C2)	Convalescent, Residential care and Nursing Homes	1 space per 5 staff.	1 visitor cycle stand per 20 residents
	Residential School/college or training centre	1 space per 5 staff plus 1 spacer per 2 students	1 visitor cycle stand per 20 residents.
	Student Accommodation	1 space per 4 staff	1 space per 20 bed spaces.
	Hospitals	1 spacer per 4 staff	1 space per 10 beds (short stay)
General Residential (C3)	Dwelling flats and apartments	1 secure, covered cycle storage space per unit.	1 visitor space per 10 units.
	Dwelling Houses	1 secured, covered cycle storage space per bedroom (If no garage or secure area is provided within curtilage of dwelling)	
	Retirement living or sheltered housing	1 space per 6 residents & 1 space per 4 staff	
Houses in Multiple Occupancy (HMO) (C4) and Sui Generis HMOs	Houses in Multiple Occupation	1 secure, covered cycle storage space per bedroom (If no garage or secure area is provided within curtilage of dwelling)	

Cycle Parking at non-residential developments

- 5.12 To encourage the use of sustainable modes of travel, it is important that convenient, secure cycle parking is provided at every new non-residential development for long-term stays (for those working at the building) and short term for visitors and customers. All cycle parking should be accessible and easy to use, with no inconvenient detours, steep slopes, or narrow access ways. The facilities provided should be easy to use by all members of the community at all life stages, ideally without the need to lift or drag the cycle.
- 5.13 Different types of cycle should also be considered, such as recumbents, trikes, and hand cycles (which are often used by people with disabilities), cargo bikes and e-bikes. These all take up more space than a standard cycle, and this should be factored in when planning cycle parking layouts.
- 5.14 Cycle parking should be specified for different users to cater for short and long stay usage. The former is provision for those visiting the site as customer or service user. Long stay cycle parking is relevant for employees, pupils or residents.
- 5.15 Like car parking, cycle parking should be designed into developments at an early stage. To increase the attractiveness of commuting by cycle, it is important to provide facilities for cyclists at their destination, particularly in large workplace developments of 40 staff or more. On developments where 10 or more cycle stands are to be provided, the Council will require the development to include provision for changing and showering facilities for staff.
- 5.16 Cycle parking for employees will be required to be under cover. The standard requirement is for the use of Sheffield stands which are tubular metal stands, fixed to the ground at two points; alternatives will be considered at the Council's discretion, but will need to achieve the same degree of security (allowing two-point locking).
- 5.17 The required spacing between stands is 1.2m, with 0.7m spacing between the stands and any wall/fence/part of the shelter/other obstruction. If more than one row of stands is needed, the rows should have 3.0 metres of space between them.
- 5.18 Where the provision of cycle parking is principally for customers (such as convenience retail or leisure facilities, the Council will require that cycle parking is located directly adjacent to (or directly opposite the main entrance to the building, in a location that maximises natural surveillance.
- 5.19 Planning conditions will be imposed to require that the requirements noted above are implemented before a development is brought into use (generally

as part of a similar condition for the wider parking area) and thereafter retained.

Table 6: Cycle parking standards for Non- Residential Development

Development	Description	Staff/Resident Parking (Long Stay)	Visitor Parking (Short Stay)
General Industry (B2)	Carrying on of an industrial process other than one falling within the uses described in Class E	1 space per 300sqm	1 space per 500sqm
Storage or Distribution (B8)	Storage/Distribution Centre	1 space per 300sqm	1 space per 500sqm

Development	Description	Staff /Resident Parking (Long Stay)	Visitor Parking (Short Stay)
Hotels (C1)	Hotels	1 space per 4 staff	1 space per 10 bedrooms

Development	Description	Staff/Resident Parking (Long Stay)	Visitor Parking (Short Stay)
Commercial, business and Service (E)	Shops (a) Display or retail sale of goods, other than hot food & F2(a) Non-Food Retail	1 secured covered space per 150sqm (minimum of 2 spaces)	1 secured covered space per 150sqm (minimum of 2 spaces)
	Shops (a) Food Retail	1 secured covered space per 150sqm (minimum of 2 spaces)	1 secured covered space per 150sqm (minimum of 2 spaces)
	Shops (a) Comparison/Non-Food Retail)	1 secured covered space per 150sqm (minimum of 2 spaces)	1 secured covered space per 150sqm (minimum of 2 spaces)
	Cafes and Restaurants (b)	1 secure covered space and locker per 100sqm	1 space per 100sqm
	Financial/professional services (c) (i) (ii) (iii)	1 secure staff space and locker per 50sqm	1 secure staff space and locker per 500sqm
	Indoor Sport and Fitness (d)		10 spaces plus 10% of vehicle spaces

Development	Description	Staff/Resident Parking (Long Stay)	Visitor Parking (Short Stay)
	Medical and Health Services (e)	1 secure covered space & locker per 4 staff	1 space per 50sqm
	Nursery, Creche and Day Centres (f)	1 secure covered space & locker per 4 members of staff	1 space per 10 children with a minimum of 2 spaces
	Offices (g) (i)	1 space per 100sqm	1 space per 500sqm with a minimum of 2 spaces
	Research & Development, (g) (ii)	1 space per 100sqm	1 space per 500sqm with a minimum 2 spaces
	Light Industrial (g) (iii)	1 space per 100sqm	1 space per 500sqm with a minimum of 2 spaces

Development	Description	Staff/Resident Parking (Long Stay)	Visitor Parking (Short Stay)
Learning and non-residential Institutions (F1)	Primary and Secondary Schools (a)	1 space per 4 staff & 1 space per 5 pupils	1 space per 500sqm (minimum of 2 spaces)
	Higher/Further Education (a)	1 space per 20 staff & 1 space per 5 students	1 space per 500sqm (minimum of 2 spaces)
	Art Gallery, Museums, Exhibition Halls (bce)	1 space per 4 staff	1 space per 100sqm with a minimum of 2 spaces
	Library (d)	1 space per 4 staff	1 space per 100sqm with a minimum of 2 spaces
	Public Worship (f)	1 space per 200sqm (minimum of 2 spaces)	

Development	Description	Staff/Resident Parking (Long Stay)	Visitor Parking (Short Stay)
	Law Courts (g)	1 space per 200sqm (minimum of 2 spaces)	
Local Community (F2)	Halls or Meetings Places (b)	1 space per 4 staff	Additional cycle stands at 1 space per 40sqm open to the public or 1 per 60 seats (minimum of 5)
	Outdoor Sport/Recreation (c)	10 spaces plus 10% of vehicle spaces	
	Swimming Pools/Ice Skating Rinks (d)	1 space per 4 staff	Additional cycle stands at 1 space per 40sqm open to the public or 1 per 60 seats (minimum of 5)

Development	Description	Staff/Resident Parking (Long Stay)	Visitor Parking (Short Stay)
Sui Generis (no class specified)	Cinemas, theatres, bingo halls and casinos, conference centres, music and concert halls, venues for live music performance	1 space per 10 staff	Greatest of 1 per 40sqm or 1 per 60 seats /capacity
	Public Houses, Wine Bars, Other Drinking Establishments	1 space per 400sqm (short Stay) with a minimum of 2 spaces	
	Car Related Uses.	1 space per 10 staff	Assessed on a case-by-case basis
	Petrol Filling Stations	1 space per 10 staff	Assessed on a case-by-case basis
	Hot Food Takeaways, fast food and drive through	1 space per 100sqm with a minimum of 2 spaces	

Development	Description	Staff/Resident Parking (Long Stay)	Visitor Parking (Short Stay)
	Stadia	1 space per 10 staff.	Greatest of 1 per 40sqm or 1 per 60 seats /capacity.

6 Design Considerations

- 6.1 Careful design of road layouts and parking is as key a consideration as the number of spaces provided. A key element of good design is the overall layout of development and how the different elements of any development, which will usually include parking, come together to make an attractive and well-functioning whole, within the context of the wider setting. Key elements of this include the functionality of parking areas including sizes and detailed layout, relationship with landscaping and positioning within the site.

Siting of Parking Areas Within Development Sites

- 6.2 The siting of parking spaces within the overall layout of development sites is a critical element in the overall strategy for the layout of development sites. It is therefore necessary to consider it at the earliest stage of the design process.
- 6.3 The location of parking should always take reference from the character and appearance of the street scene and the surrounding area.
- 6.4 Car parking should always be located close to the property it serves. For houses, car parking should ideally be provided within the residential curtilage and at the front of the property. This encourages activity within the street scene and recognises that residents often park there out of convenience anyway. However, it is important that the car parking and garaging enhances the street scene and creates a positive interface with the public realm. This could be done alongside other design aspects such as landscaping and planting.
- 6.5 Design solutions should avoid large expanses of hard surfacing and ensure that parked vehicles do not dominate street frontages. This is particularly important for apartment blocks and some commercial development where the number of parking spaces may be high in relation to the size of the site.
- 6.6 The size of any rear parking courts should be minimised and both the parking area itself and the access to it should be overlooked. Where rear parking courts are used, these should only have one entrance/exit point to ensure that there is no reason for outsiders to travel through the site. Where properties back onto shared parking courts, these boundaries should be made of robust and attractive brick walls. These ensure the long-term appearance of the area and provide privacy and security for garden areas.

- 6.7 A mixture of high-quality materials and landscaping can be used to break up and improve the appearance of parking areas. The landscaping scheme should be resilient to pedestrians and vehicles and should be appropriate to the level of management that the parking area will receive. Large shrubs and other features that could allow intruders to hide, and make the area feel unsafe, should be avoided.
- 6.8 Where undercroft, basement or decked parking is proposed, full consideration should be given to the access and use of the space and the safety of users. Multi-story car parks should be designed carefully to contribute to the street scene.
- 6.9 The Department for Transport "Manual for Streets" (March 2007)⁶ provides guidance to developers on the layout of new developments and in particular the design of parking facilities for vehicles.
- 6.10 Suitable site layouts should demonstrate the relationship between car parking spaces and the residence that they serve. Poorly designed and cramped layouts that place parking spaces near other residential properties and their private amenity space will not be accepted.

Dimensions and Spacing

- 6.11 This section sets out requirements for the dimensions of parking spaces in different circumstances, and requirements for additional space adjoining spaces.

Layout for Standard Car Parking Bays

- 6.12 Planning applications must include information to demonstrate to the satisfaction of the Council that the functional parking needs of the development can be accommodated on or close to the site without prejudicing highway safety or other planning objectives.
- 6.13 The basic dimension of a parking space is 2.5m x 5.0m. This assumes that either the parking space adjoins other parking spaces on either side, or that additional space is available to the side of the space. Widths and lengths of spaces will need to increase if those spaces are next to a wall, footway, shrubbery or grass.
- 6.14 For parking courts and car parks, an access road in between bays should ordinarily have a minimum width of 6.0m when bays are orientated at 90 degrees. Where such a width is not achieved, the width of the parking bays

⁶ <http://www.dft.gov.uk/pgr/sustainable/manforstreets>.

will need to be widened to compensate for this as detailed in Manual for Streets. It is recommended that tracking software be used to assist in the design of car parking and that diagrams be included within Transport Statements, particularly for sites where space is constrained.

- 6.15 In the case of residential development, off-street vehicle parking spaces will be requested at the side of a property with measures sought to protect that use, such that off-street space is not eroded over time. Side of property spaces still allow for frontage access onto the public highway thereby maintaining an active frontage on the street environment, while reducing the amount of hard standing required along street frontages, which allows for enhanced landscaped verges, reduced building to building frontage distances and tree lined boulevards.
- 6.16 Parking spaces also need to take account of the minimum space requirements set out for electric vehicle charge points in Building Regulations Part S, which vary depending on whether they are free standing, or wall mounted.

Alterations to Existing Residential Parking Arrangements

- 6.17 Existing residential dwellings may have generous, sufficient or inadequate parking. Proposed alterations to existing parking arrangements on an individual dwelling will be informed by the principles of good design as applied to the application site, and the parking standards.
- 6.18 A development proposal for an extension occupying an area that was formerly providing usable parking space, where this reduces the number of parking spaces below the standard, would need additional parking spaces in lieu to be provided. However, where this additional space would be harmful to the character and appearance of the area, for instance where all soft landscaping were lost or the frontage became dominated by hard standing, the Council will need to carefully consider whether the proposed development is acceptable and may lead to the refusal of the application.
- 6.19 Where the existing character of the area involves parking on-street, it will be appropriate to maintain this, as the alteration of front gardens piecemeal to accommodate vehicles leads to difficulties for the remaining vehicles attempting to use the constricted room remaining on the street between the new access points, and the loss of front gardens and their features is likely to cause harm to the character of the area.

Disabled Parking Bay

- 6.20 Disability spaces should be 2.5m x 5.0m with a 1.2m marked access zone between the spaces. A 1.2m wide rear safety zone for boot access should be provided. Although the rear safety zone may be provided at either end of the parking space, if it is provided at the end of the vehicle access lane, the vehicle access route should be widened at that point by 1.2m to accommodate it. However, if it is provided at the opposite end of the parking space, the rear safety zone should not encroach on pedestrian access routes which should be widened to accommodate it. In either case, safe access routes for the disabled person to leave and return to the vehicle will need to be provided, reachable from all sides of the space.
- 6.21 Where one end of a parking space is against a hard barrier such as a wall or posts, or a soft landscaping barrier such as a hedge, either the parking spaces should be lengthened by 0.3m or additional hard-surfaced space 0.3m wide should be provided.

Parallel Parking

- 6.22 Where a single width of parallel parking spaces alongside an access roadway are provided, they should be 2.0m wide. Given the significant variation in length between vehicles, it is not necessary to set markings for length. However, for the purpose of assessing the number of spaces provided, a space will be considered to be 6.0m long. At each end of the parallel parking area, an additional 0.3m of unobstructed space will be required to allow vehicles to enter and exit the area with parallel parking movements.
- 6.23 Parallel parking spaces will require provision of additional paved width of 0.9m for pedestrian access on the opposite side to the vehicular access route, such as through provision of a kerbed pedestrian footway on that side. Where parallel spaces intended for disabled users are provided, they must be a minimum of 6.6m long and 3.0m wide.
- 6.24 The end of a parking space should not be directly adjacent to an openable window to a habitable room, or an openable window to a room used as office accommodation. In addition, the spacing required will need to have regard to pedestrian access and specific issues relating to garages, considered below.

Garages

- 6.25 Garages are often provided on development sites with the intention that they will act as functional parking spaces. The Council will only consider garages as providing a functional car parking space where the design of

the proposed development genuinely provides for them to be usable on a casual daily basis.

6.26 Where a new garage is provided, whether on a new development site or within the curtilage of an existing dwelling, and it is proposed to be counted within the required spaces for car parking, the following will be required:

- Minimum internal dimensions 6.4m x 3.0m for a single garage.
- Minimum internal dimensions 6.4m x 5.5m for a double garage.
- Any door at the side intended to open inwards will need to be at least 5m from the garage door (measured internally).
- Where a parking space is to be provided in front of the garage, a buffer of 0.9m will be required between the garage and the space, where this provides the most direct route between the main pedestrian access route and the rear of the property.
- Doorway width for a single garage to be a minimum of 2.5m and
- Doorway width for a double garage to be a minimum of 5m. Where two individual doors are to be fitted, they should each be a minimum 2.5m wide.

6.27 Electric vehicle charging infrastructure in garages will normally be provided by a wall-mounted box. Dimensions of typical boxes are generally less than 500mm (height) x 300mm (width) x 150mm (depth) meaning that, providing that a sufficient power supply can reach the garage, charger boxes need not encroach significantly on the available space for the vehicle, where the garage dimensions are sufficient, in line with the requirements above.

6.28 Where a garage is intended to function for other purposes in addition to car storage, for instance to provide storage space or to provide a utility area or a boot room function, the dimensions will need to increase to provide additional functionality. An external door at the rear of the garage (that does not require access through habitable accommodation) will also be required to allow rear access and allow for cycle storage in a shed.

Manoeuvring and Access Routes

6.29 Although the precise situation of an individual layout will affect how vehicles move within parking areas, this section provides guidance on manoeuvring space required as a starting point to assist applicants in drawing up schemes.

6.30 As a starting point, all new developments will be required to provide the means to ensure that all vehicles that will be used in association with the development are able to enter and leave the site in forward gear. On commercial sites this will need the routing of large vehicles to be clearly indicated, with Transport Statements or Transport Assessments including

swept path analysis where necessary. For residential sites, a simple diagram showing the geometry should suffice. Any proposal for an extension to an existing dwelling or for additional development on a commercial site should not compromise areas required to provide for vehicles to turn in order that they can enter and leave in forward gear.

- 6.31 Where residential developments provide communal parking areas, such as on developments of flats, commercial developments and community uses with parking areas to be provided within the curtilage, parking areas will need to allow at least 6.0m of space between rows, where the spaces are perpendicular to the access route. Where the access route meets a dead end, the access route will need to extend at least 1.3m beyond the final spaces, to allow for vehicles to manoeuvre into and out of the end spaces.

Operational Parking

- 6.32 Operational and service parking can form a critical element of the design of a scheme, which can render a development proposal unacceptable if badly considered. This will include parking for vehicles delivering or dispatching goods, and otherwise servicing the premises including waste collection, removals, taxis and waiting spaces for vehicles picking up visitors/customers.
- 6.33 Within the existing developed areas, it is recognised that servicing will make use of streets for manoeuvring, and in some cases for loading/unloading. Where new larger-scale commercial development is proposed, the presumption will be that servicing and operational space will be provided within the development site. This will need to include provision for vehicles of any size that will be based at or visit the site to enter and leave the site in forward gear.
- 6.34 Leisure, health and larger scale retail developments should include pick up / drop-off zones close to the main entrance, which can be used by taxis and private vehicles.
- 6.35 It is recommended that the Council's Development Management Team be consulted at an early stage on all applications that would involve the use of HGVs and other large commercial vehicles.
- 6.36 Principally the preferred parking bay size for service vehicles should be used as set out in Table 6 below:

Table 7: Design Standards for Delivery and Service Vehicles

Design Standards for Delivery and Service Vehicles	
Transit/Van	2.4 metres x 5.5 metres

Articulated	3.5 metres x 14.0 metres
Rigid Vehicles	3.5 metres x 18.5 metres
Coach (60 seats)	3.5 metres x 14.0 metres

Provision for Pedestrian Movement

- 6.37 Pedestrians should be given priority over vehicles, as set out in NPPF, PfE and the Bury Local Transport Strategy. This requirement applies within and around parking areas as elsewhere. The design of parking areas needs to include pedestrian-only safe routes through and around parking areas.
- 6.38 Pedestrians should be able to move around parking areas safely and easily. The design of parking areas will need to consider likely pedestrian desire lines, both in respect of pedestrians arriving from outside the site and walking towards the entrances, and in respect of people arriving in cars, and the movements they will make between where they will park and the entrances to the development. This should be an early consideration in determining the overall layout of the site, and the layout of the spaces.

Landscaping and Materials

- 6.39 Good design requires parking to be well-landscaped and sensitively integrated into the built form, incorporating green infrastructure including trees to soften the visual impact of vehicles, help improve air quality and contribute to biodiversity.
- 6.40 The design of the parking areas should be informed by and reflect from the very outset the overall landscaping strategy for the whole development site and should result in a coherent whole development approach. The landscaping strategy for the site will in turn have reflected the external context to the site at least at a street and neighbourhood level.
- 6.41 Landscaping proposals can reduce the visual impact of proposals, filter dust and provide shelter and shade. However, care should be taken to ensure that planting does not provide places for potential offenders to hide and attack vehicles. Ideally no shrubs should be allowed to grow over 1m high, and trees should be clean trunks (no side branches) up to 2m to provide clear sight lines.
- 6.42 When planting species are being selected for a site, developers are advised to consider existing soil conditions to ensure an appropriate planting medium is used. This will increase the probability of longevity and survival of species.

- 6.43 Maintenance and possible vandalism of plant species needs to be considered from the outset. Security and visual implications of soft landscape features, particularly as planting matures, will need to be taken into consideration when selecting appropriate species. This is important where development proposals include CCTV cameras and lighting columns as neither the camera view nor the light should be obstructed by vegetation.
- 6.44 Planning permission will not normally be granted for proposals that involve the removal of established, high-quality vegetation or site features that contribute to the visual amenity of an area.
- 6.45 All car parking should be part of a Sustainable urban Drainage System (SuDS) unless there are technical reasons why this cannot be done. Permeable surface materials should be used wherever possible to reduce surface water runoff.

Lighting and Security

- 6.46 On commercial sites the provision of good quality lighting providing complete coverage of the parking area is essential. The design of the lighting scheme should specifically highlight pedestrian routes through the provision of specific lighting to those routes, rather than coverage of these just being incidental to the overall lighting scheme.
- 6.47 Natural surveillance should be maintained as far as possible, without compromising the provision of soft landscaping and tree shading. In some cases, the use of CCTV may be the most appropriate method of providing surveillance to ensure that Secured by Design principles are followed. In the case of cycle parking, the location should maximise natural surveillance, but where there is nowhere constantly observed, CCTV will be essential.

7 Other Considerations

- 7.1 There are a number of other considerations that should be taken on board in looking at parking issues, which are outlined below.

Transport Assessments

- 7.2 Transport Assessments are detailed assessments of the anticipated transport effects of a development proposal. They are needed to ensure that the transport impacts of the development are understood, in order that these can

be assessed for compliance with policy. Transport Assessments require significant amounts of data and access to professional modelling tools, and as such are generally carried out by specialist transport planning consultants. They are most relevant for large development proposals.

- 7.3 In most respects, the outputs of the Transport Assessment are an understanding of the numbers of trips and likely modes to be used on the transport network. The main purpose of this will be to ensure safe access to and from the site for all users, to establish the measures needed to support sustainable access in accordance with a required transport vision for the site and whether any measures are needed to mitigate significant safety or capacity issues from the development on the transport network; these matters are outside the scope of this SPD.
- 7.4 As stated in section 3.8, it is an NPPF requirement for all developments that will generate significant amounts of movement to be supported by a vision-led transport statement or transport assessment, which prioritises sustainable transport modes accounting for the site location and use. Therefore, for larger developments, technical assumptions in support of the vision-led strategy (e.g. trip generation and mode share) should be used in the evidence to support proposed car parking levels (in accordance the guidance in section 3.5 to 3.9) and with reference to the standards in Chapter 4.

Transport Statements

- 7.5 Transport Statements are simplified versions of transport assessments where it is agreed the transport issues arising from development proposals are limited and a full transport assessment is not required. Transport Statements do not necessarily need to be produced by specialist transport professionals, but sufficient information will be needed to demonstrate that the principal issues have been identified and to explain how these are addressed.
- 7.6 Some aspects dealt with by transport statements (such as details of access points, numbers of vehicle movements etc.) fall outside the scope of this SPD. In respect of parking, the transport statement will need to provide:
- An explanation of the parking strategy for the development, related to the context of the development proposal and the surrounding area.
 - Details of the numbers of different types of spaces, and how this will provide for the needs of the development.
 - Details of any management arrangements where applicable (e.g. measures to prevent unauthorised parking, and the allocation of spaces).

7.7 The following table provides an indication of when Transport Statements and Transport Assessments will be required⁷:

Table 8: Applications requiring Transport Assessments and Transport Statements

Proposed Use	Floor Area Thresholds	
	Transport Statement Required	Full Transport Assessment
Class E- Commercial, Business and Service		
Food Retail	>250sqm	>800sqm
Non-Food Retail	>800sqm	>1500sqm
Financial & Professional Services	>500sqm	>2500sqm
Restaurants and Cafes	Seek advice	Seek advice
Drinking Establishments	Seek advice	>600sqm
Class E (g)(i)(ii)(iii) Business	>500sqm	>2500sqm
Class B General Industrial, Storage or Distribution		
B2 General Industrial	>500sqm	>4000sqm
B8 Storage or Distribution	>500sqm	>5000sqm
Class C- Residential		
C1 Hotels	>30 beds	>100 beds
C2 Residential Institutions (hospitals, nursing homes)	>50 beds	>50 beds
C2 Residential institutions – residential education / training centres	>50 students	>150 students
C2A Secure Residential Institution	>50 beds	>50 beds
C3 Dwelling houses	>10 units	>80 units
C4 Houses in Multiple Occupation	>6	
Class F- Local Community and Learning		
F1 Learning and Non-residential Institutions	>500sqm	>1000sqm
F2 Local Community	>500sqm	>1500sqm
Other commercial properties	Seek advice	Seek advice

Planning Conditions and Section 106 Agreements

7.8 The Council may use planning conditions and/or Section 106 agreements (also referred to as planning obligations) in order to require on-site or off-site

⁷ It should be noted that there may be times when National Highways would require an assessment regardless of the scale of the development. National Highways as the Highway Authority for the Strategic Road Network (SRN) may require one for its own assessment purposes, regardless of the scale of the site.

transport measures and facilities in order to off-set the traffic related impacts of proposals, including parking issues.

7.9 For example, this may include the management and use of parking spaces, so that priority may be given to certain users such as people with disabilities, people with children, visitors, or cars with more than one occupant. This may also involve the removal of parking spaces (other than those for disabled people):

- after a specified period; or
- when access to the site is improved by public transport (such as when a bus route is introduced to the site), walking and cycling; or
- when development exceeds an agreed level of traffic generation

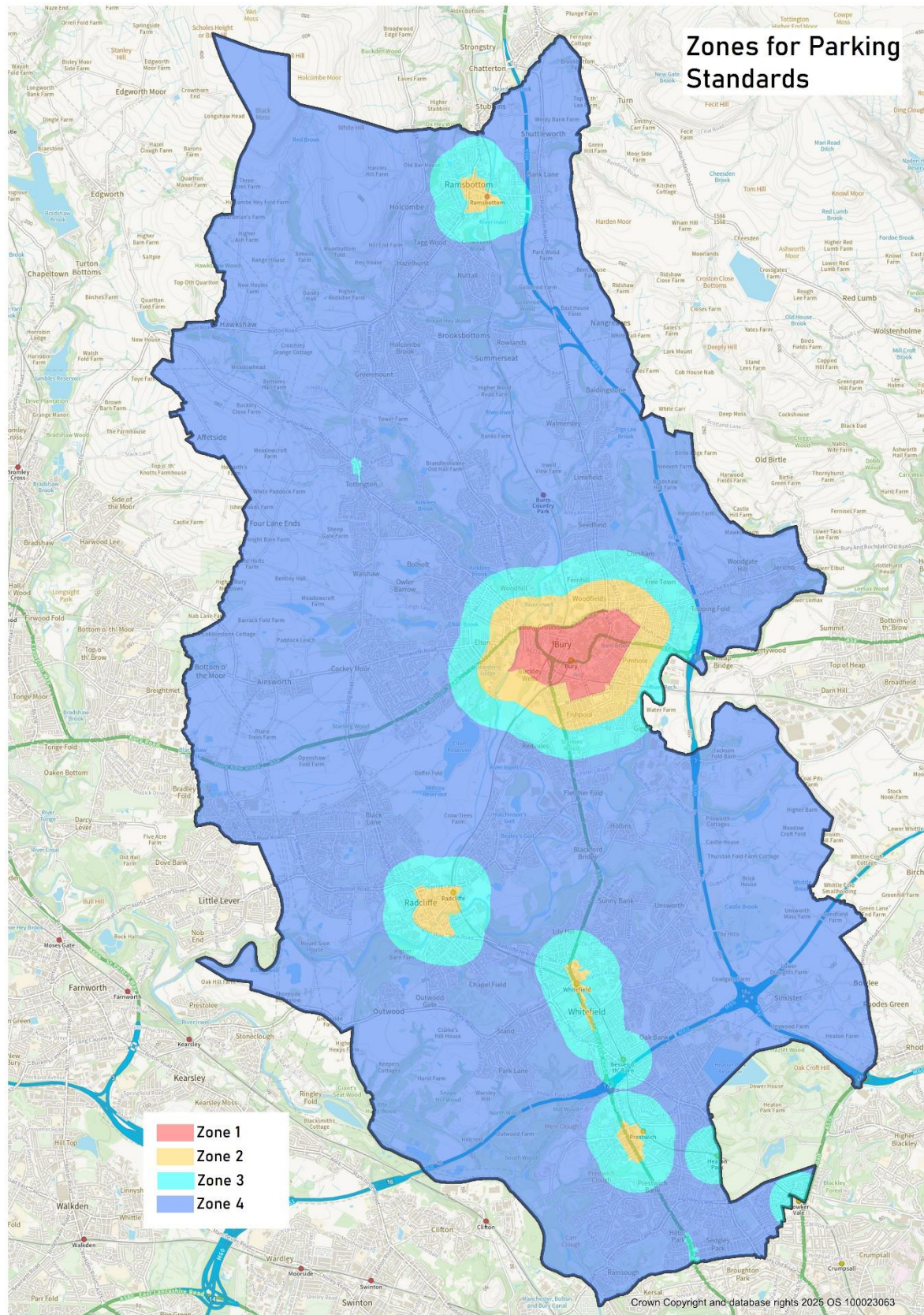
7.10 Conditions may be used to vary the amount of parking standards specified in the tables set out within Chapter 4.

7.11 Where appropriate, the Council may require developments to fund on-street vehicle parking controls in areas adjacent to major trip-generating developments to ensure that the limitation of off-street parking does not lead to on-street parking pressures (including temporary parking).

8 Monitoring

- 8.1 The Council will monitor the implementation of the updated parking standards that have been outlined in this SPD as part of Bury's Annual Monitoring Report (AMR). This will allow for future amendments, including additions and deletions, where deemed necessary.
- 8.2 This SPD is also to be considered in conjunction with the annual Infrastructure Funding Statement (IFS), an annual report which provides a summary of 'developer contributions' (S106 agreements) for the financial year which have been secured and spent. In support of this SPD and other transport-related strategies, the IFS will specifically show how developer's contributions are key in mitigating the impact of transport demands from large developments e.g., through the provision of walking and cycling facilities, funding for behaviour change programs or any other agreed actions as specified as a condition of planning approval.

Appendix 1: Parking Standards Zone Map



Appendix 2: Car Parking Layouts

Diagram 1: Standard Parking Space

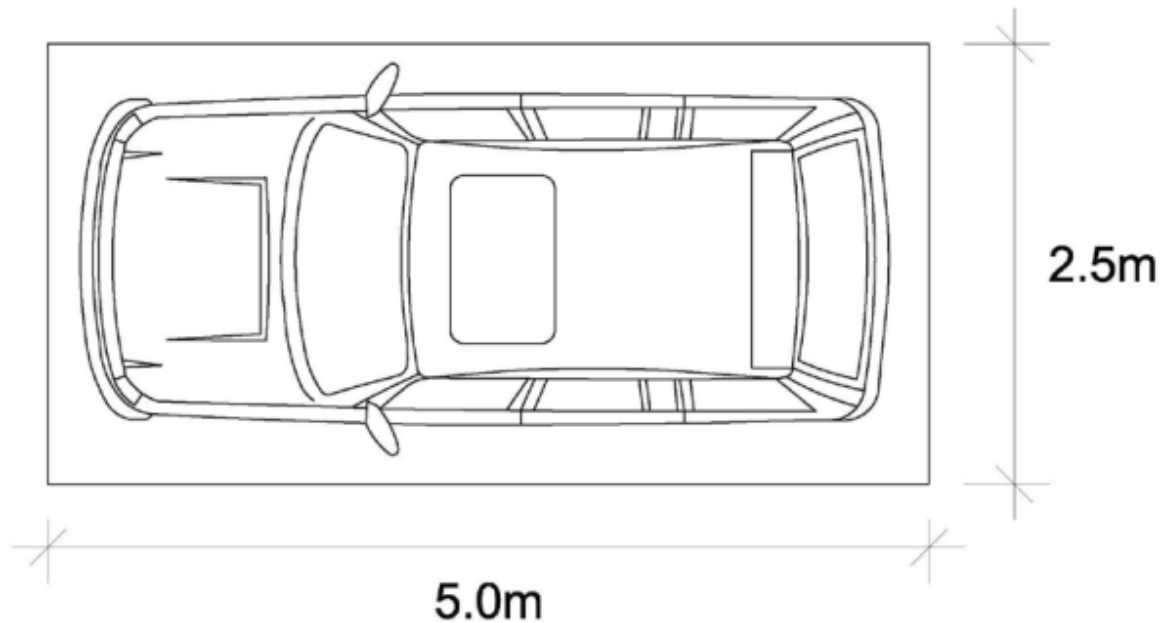


Diagram 2: Parking space adjoining a dwelling/garage

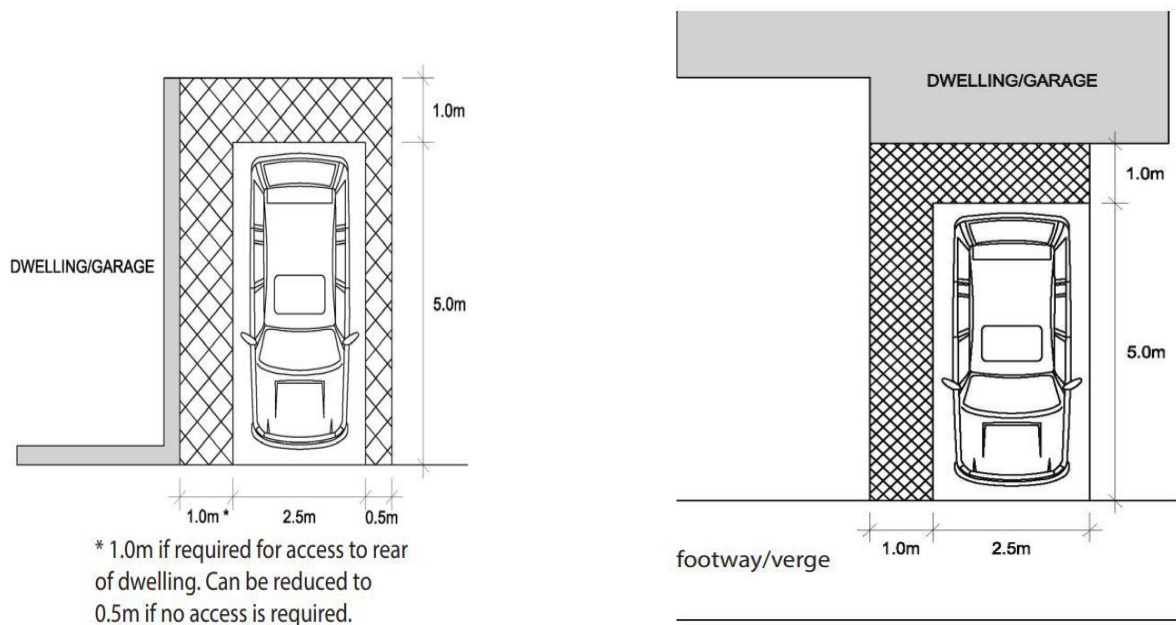
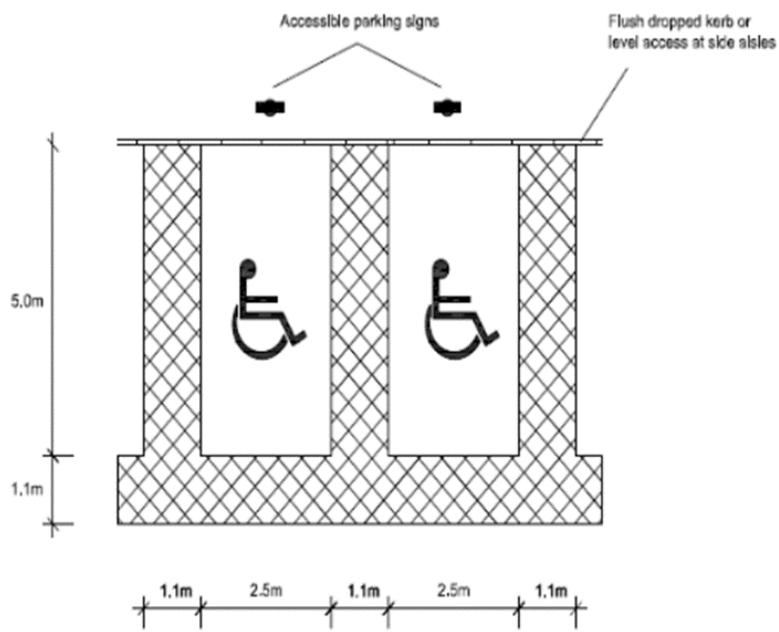


Diagram 3: Off-Street parking for people with disabilities



Appendix 3: Cycle Parking Layouts

LTN/120 Cycle Types and Dimensions



Bespoke Cycle Parking in Bury Town Centre



Examples of Bike Storage Facilities



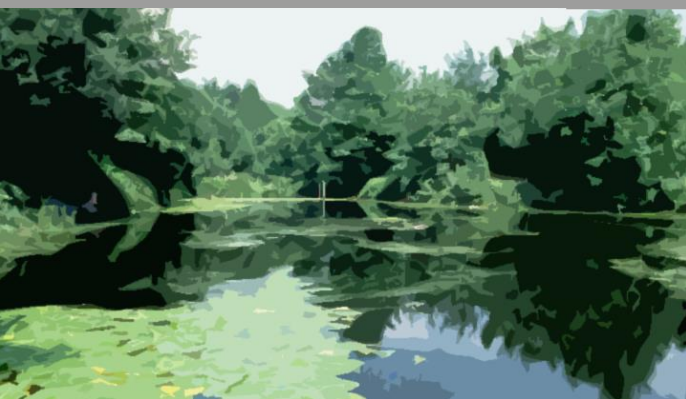
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Draft Supplementary Planning Document 11

Parking Standards in Bury— Consultation Statement

June 2025



1. Introduction

- 1.1. Draft SPD11: Parking Standards in Bury has been prepared is produced in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012.
- 1.2. Regulation 12(a) requires the Council to produce a consultation statement before adoption of the SPD. This statement must set out who was consulted, a summary of the issues raised, and how these issues were incorporated into the SPD.
- 1.3. Regulation 12(b) requires the Council to publish the documents (including a 'consultation statement') for a minimum 4-week consultation, specify the date when responses should be received, and identify the address to which responses should be sent.
- 1.4. Regulation 13 stipulates that any person may make representations about the SPD and that the representations must be made by the end of the consultation date referred to in Regulation 12.
- 1.5. Regulation 12 states that when seeking representations on an SPD, documents must be made available in accordance with Regulation 35. This requires the Council to make documents available by taking the following steps:
 - Make the document available at the principal office and other places within the area that the Council considers appropriate; and
 - Publish the document on the Council's website.
- 1.6. This Consultation Statement sets out the extent of consultation and engagement undertaken on draft SPD11, highlights the issues raised and how the document was amended to reflect the issues raised.

2. Engagement during the preparation of the draft SPD

- 2.1 Draft SPD11 sets out the development-related parking standards for Bury. These standards include requirements for cars, cycles and powered two wheelers. Guidance for the provision of parking for people with disabilities is also included. In addition, it contains guidance on parking for electric vehicles and provision of car clubs.
- 2.2 As such, the draft SPD was largely developed within the Strategic Planning and Infrastructure team but with specialist input from the Council's Development Management and Operations teams which includes the Highways Development Control and Adoptions teams.
- 2.3 The following table sets out the key issues raised during the internal engagement and how these have been addressed in the draft SPD.

Issue	How was this incorporated into the draft SPD
Clarifying the boundary of each parking zone.	A specific zone map is now included as an appendix to the SPD.
Include some caveats in relation to considerations that must be taken into account when applying the standards.	Reflected in draft SPD.
Update the SPD to make reference to the revised NPPF which came into force in December 2024.	Reflected in draft SPD.
Could the proposed zones be made to align with PfE JP-H4 as these have been created to reflect site accessibility.	Zones broadly in accordance with PfE JP-H4
Should Prestwich/ Whitefield and potentially Radcliffe be included within Zone 1 as this may allow us more flexibility in assessing development proposals.	The Zones have been developed in accordance with the Hierarchy of Centres as set out in the Local Plan.

3. Screening Assessments

Strategic Environmental Assessment (SEA) Screening

- 3.1 A Screening Statement has been prepared to determine whether a Strategic Environmental Assessment (SEA) would be required for the draft SPD18. The Council consulted Natural England, Historic England and the Environment Agency over a six-week period (23rd December 2024 to 31st January 2025) in order to seek their views on the conclusions of the SEA Screening Assessment.
- 3.2 Responses were received from all three bodies, all of whom agreed with the Council that the above assessments would not be required to accompany the SPD.

Habitat Regulations Assessment (HRA) Screening

- 3.3 The Greater Manchester Ecology Unit (GMEU) were consulted on 23rd December 2024. GMEU agreed with the Council's conclusion that the SPD would not require a full HRA and, in responding to their consultation on the SEA screening, Natural England also agreed that the proposed SPD would not require a full HRA.

4. Consultation

- 4.1 Draft SPD11 was approved for consultation by the Council's Cabinet on 08th January 2025. A six-week period of consultation subsequently commenced on **Friday 31st January**, running to **Friday 14th March 2025**.
- 4.2 During this consultation, all relevant documentation could be found on the Council's web site copies of the documents were available for inspection electronically at Bury Town Hall between the hours of 8.45am and 5.00pm (Monday-Friday) and at local libraries and the Tottington Centre during their normal opening hours (see www.bury.gov.uk/libraries and www.tottingtoncentre.co.uk for details).
- 4.3 Around 2,500 contacts on the Council's development plans consultation database were also notified directly of the consultation.
- 4.4 Responses by email are requested to be sent to planning.policy@bury.gov.uk.
- 4.5 Alternatively, responses can be returned by post to the following address:
- Strategic Planning and Infrastructure
Business, Growth and Infrastructure
3 Knowsley Place
Duke Street
Bury BL9 0EJ.
- 4.6 Those requiring further information on the draft SPD are asked to contact a member of the Strategic Planning and Infrastructure team on 0161 253 5550 or email planning.policy@bury.gov.uk if you require further information on draft SPD11.

5. Consultation Responses

5.1 The table below shows that the consultation generated a total of ten responses. Although five of these responded simply to say that they had no comments. These comments and the Council's response to these comments are set out in the table below:

Comment	Council Response	Change Required
<p><u>HGV Parking</u> This SPD provides a reasonable mechanism for ensuring that local plan policy takes the NPPF and DfT Circular 01/2022 into account. It would therefore be useful to have them explicitly referenced and policies established which align with them.</p>	Paragraph 114 of the NPPF is referenced at paragraph 2.5 of the draft SPD.	No change.
<p><u>Transport Assessments</u> When determining thresholds for Transport Assessments, it should be noted that there may be times when National Highways would require an assessment regardless of the scale of the development.</p> <p>It is therefore recommended that a caveat is placed within the SPD highlighting the potential need for assessment should National Highways as the Highway Authority for the SRN require one for its own assessment purposes, regardless of the scale of the site.</p>	Footnote added at paragraph 7.7 setting out that National Highways may require a Transport Assessment regardless of scale.	Yes
<p><u>Parking for Family Housing</u> Modes of transport does not take into consideration the difference between winter and summer. How many people cycle in winter.</p> <p>A family 4 bed house is likely to have at least 2 cars when the children are young for mother and father. When the 'children' reach 18 there is potentially pressure for 5 cars.</p>	<p>Comments do not directly relate to the SPD. However, one of the key aims of the Bury Transport Strategy is for all our residents, or anyone who visits or works in the Borough, to have a real choice of how they travel.</p> <p>The Strategy aims to provide for a much better public transport system that's safe,</p>	No change

<p>People will not give up cars for "public transport" that is VERY unreliable and slow.</p> <p>Businesses must be integrated into housing so cars are not required and the government and local authorities must accept a massive reduction in tax receipts with reduced parking, reduced fuel, reduced VAT on servicing etc.</p>	<p>affordable and reliable and to make it possible for people to make some of their short local journeys by walking or cycling if they can.</p>	
<p><u>Parking for New Developments</u> Additional wording required to state that the level of parking provision in new development can have a key influence on the choice of travel mode.</p>	<p>Additional wording added to paragraph 1.1.</p>	Yes
<p><u>Vision-led Planning</u> Chapter 3 - a section should be included here on vision-led planning for larger developments.</p>	<p>A new section on vision-led planning for strategic sites has been added (paragraph 3.8 to paragraph 3.9)</p>	Yes
<p><u>Manual for Streets</u> See Manual for Streets (MfS) paragraph 8.3.6 adequate on-street parking control, day-to-day destinations reached by walking cycling or PT, town / city centres and good public transport.</p>	<p>Additional examples added to paragraph 3.26 in line with MfS paragraph 8.3.6</p>	Yes
<p><u>Zonal Approach</u> More detail should be provided here on how the various zones have been determined and what principles (if any) have been used to determine the zones.</p>	<p>The zones have been derived based on local evidence, Places for Everyone Policy JP-H4: Density of New Housing and by using Greater Manchester Accessibility Levels (GMAL) which measure the accessibility of locations across Greater Manchester by walking and public transport.</p> <p>Additional text added to paragraph 3.18 to set out how the zones have been defined.</p>	Yes
<p><u>Transport Assessments</u> Include some wording here on vision-led planning.</p>	<p>Additional text on vision led planning added to paragraph 7.4.</p>	Yes

<u>Location of Bus Stops</u> Lack of bus stops in proximity without having to drive and park. There is limited parking close to the nearest bus stop as it's a residents parking zone.	Comment does not relate to SPD11.	No change
<u>Radcliffe Hub</u> The Council should clarify why no new parking facilities are to be built for Radcliffe Hub and confirm that the allocation of parking spaces for the hub as set out within the SPD will be made available.	Comment does not relate to SPD11.	No change

5.2 The consideration of these comments has led to the conclusion that the SPD would benefit from a small number of minor changes prior to it being formally adopted. In particular:

- Additional information has been provided on vision-led planning for larger sites.
- Additional information has been provided on vision-led planning for Transport Assessments.
- Clarification has been provided on the principles that have been used to define the zonal approach to parking standards.
- A caveat has been inserted highlighting the potential need for assessment should National Highways as the Highway Authority for the SRN require one for its own assessment purposes, regardless of the scale of the site.
- An updated zonal map has been provided in Appendix 1.

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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	Parking Standards in Bury Supplementary Planning Document (SPD)
Lead Officer (SRO or Assistant Director/Director)	David Wiggins
Department/Team	Strategic Planning and Infrastructure
Proposed Implementation Date	June 2025
Author of the EqlA	Natalie Blackston
Date of the EqlA	21.05.25

1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?
<p>The Government acknowledges that failure to provide sufficient parking can cause parking misery. Equally, too much parking can result in poor design and harsh urban landscapes.</p> <p>The purpose of the Parking Standards in Bury SPD is to introduce parking standards, ensuring new developments are functional, and maximise opportunities for use of sustainable modes of transport, where people of all ages can sustainably and easily carry out their daily travel requirements without an unacceptable detrimental impact on the local road network, or the visual appearance of the development.</p> <p>Parking Standards in Bury is a supplementary planning document (SPD) which builds upon the parking related policies adopted in Places for Everyone. It replaces existing standards, whilst providing more detailed guidance.</p>

In setting new local and flexible parking guidance, the Council has sought to strike the right balance between providing sufficient parking for the occupiers of new development, whilst encouraging modal shift when other more sustainable and active travel options are readily available.

The new parking guidance, once adopted, will replace previous car parking guidance from 2007. The new guidance reflects the changes that have taken place in modal and vehicle use since 2007, including increased cycle use and the introduction of electric vehicles, as well as increasing concerns about air quality and climate change in respect to emissions from combustion powered vehicles.

The Parking Standards in Buy SPD sets out in detail the parking requirements associated with new residential development, and non-residential development including new employment, commercial, leisure and other uses. The document gives more comprehensive guidance on the types of parking that should and shouldn't be provided.

When finalised, the document will be adopted as a supplementary planning document (SPD) and will be an important material consideration during the determination of planning applications.

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: No (state reasons for answering 'no') The Parking Standards in Bury SPD will not affect any employees based on a protected characteristic(s) they have. Staff will be guided in their work, in line with national guidance and the council's strategic aims, enabling them to provide the public with the best possible level of service.

Community/Residents: Yes (state reasons for answering 'no') The outcome for the Community/Residents will be that the quality of parking provision in new developments will improve. This will benefit some users with protected characteristics, particularly groups of people that need additional space when getting in and out of a parked vehicle, or on the footway such as those with a disability, older people, pregnant mothers, and those with young children.

Third parties such as suppliers, providers and voluntary organisations: No (state reasons for answering 'no')
Any effects it has on the wider community is likely to be beneficial through the more careful and detailed consideration applicants will give towards ensuring higher quality development in the future.

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:

Current Policy

Places for Everyone: [Adoption - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://greatermanchester-ca.gov.uk)

Data:

Places for Everyone has already been through the Equality Impacts Assessment (EqIA) process at the relevant stages of development. The SPD expands on policies within Places for Everyone which has already been through the Sustainability Appraisal (SA) process at various stages of its development, where identified social, economic and environmental considerations have been established and assessed as part of the plan making process.

In addition to the SA, Places for Everyone is also supported by a robust and extensive evidence base, that has been tested through the examination process by independent Planning Inspectors.

Given the above, the most relevant information at this stage is the extensive range of evidence used in support of the development and examination of Places for Everyone, available to view at: [GMCA – Places For Everyone Joint DPD | Helen Wilson Consultancy Limited \(hwa.uk.com\)](https://gmca-placesforeveryone.co.uk)

Stakeholder information/consultation:

The SPD was subject to a six-week public consultation running from 31st January to Friday 14th March 2025.

Full consideration has been given to all the responses received as part of the consultation exercise. The consideration of these comments has led to the conclusion that the SPD would benefit from a small number of minor changes prior to it being formally adopted. The outcomes from the public engagement have been set out within the Consultation Statement.

Ongoing dialogue has been carried out with internal officers throughout the preparation process for the draft SPD and no issues concerning equality and community cohesion have been raised as a result of these consultations. It is proposed that, following the public consultation, a further version of the Parking Standards in Bury SPD will be brought back to Cabinet for formal approval.

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? No
- Could the proposal create barriers to accessing a service or obtaining employment because of a protected characteristic? No
- Could the proposal affect the usage or experience of a service because of a protected characteristic? No
- Could a protected characteristic be disproportionately advantaged or disadvantaged by the proposal? No
- Could the proposal make it more or less likely that a protected characteristic will be at risk of harassment or victimisation? No
- Could the proposal affect public attitudes towards a protected characteristic (e.g. by increasing or reducing their presence in the community)? No
- Could the proposal prevent or limit a protected characteristic contributing to the democratic running of the council? No

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	Different age groups have different travel and parking needs, which directly impact on how and when they choose to travel.		<p>The SPD is intended to apply to all age groups. It supports the provision for a range of vehicle parking, including parking for people with disabilities (which may include older people).</p> <p>Cycle parking provision (secure storage) at home and at school will positively impact on young people.</p>	Neutral

			<p>Wider parking bays may assist older people to get in to and out of their car easier.</p> <p>By reducing the likelihood of overspill on-street parking, the new vehicle parking standards may improve highway safety, including pedestrians of all ages.</p>	
Disability	<p>Potential impact of Reduced accessibility and restricted mobility if there is an under provision of necessary disabled user car parking in new developments.</p>	<p>Additional requirements and guidance on design of disabled parking bays should ensure improved parking & access for less mobile people able to use disabled parking bays at new developments.</p>	<p>The SPD promotes consideration of how to plan parking provision best for people with disabilities.</p> <p>All developments given planning permission should be compliant with disabled parking requirements and guidance set out in this SPD.</p>	Neutral

Gender Reassignment		There is no evidence that there will be a differential impact based on gender reassignment.		Neutral
Marriage and Civil Partnership		There is no evidence that there will be a differential impact based on marital or civil partnership status.		Neutral
Pregnancy and Maternity	Pregnancy can lead to reduced mobility, which can be sustained by the need to travel with children and associated paraphernalia. This can both increase car dependence and exacerbate the effect of poor parking, such as, it being difficult to pass a car parked on the footway with a pushchair, forcing parents to struggle up and down kerbs and to take risks walking in the carriageway		<p>The SPD advocates measures to improve accessibility by public transport, and for those with limited mobility.</p> <p>The increased dimensions for parking spaces in residential settings should benefit pregnant women and those with young children, as the additional space should make it easier to get in and out of a parked vehicle.</p> <p>Encouraging residents to park in their designated parking spaces through quality provision should result in less footway</p>	Neutral

			obstructions caused by footway parking.	
Race		There is no evidence that there will be a differential impact based on Race.		Neutral
Religion and Belief		There is no evidence that there will be a differential impact based on Religion on Belief.		Neutral
Sex		There is no evidence that there will be a differential impact based on the sex of a person.		Neutral
Sexual Orientation		There is no evidence that there will be a differential impact based on the sex orientation of a person.		Neutral
Carers	Depending on the type of care provision, this can both increase car dependence and exacerbate the effect of poor parking as it can be difficult to pass a car parked on the footway with a wheelchair forcing carers to struggle up and down kerbs and to take risks walking in the carriageway.		<p>The SPD requires the provision of visitor spaces within larger developments. This should enable health & social care professionals to park near the client's home.</p> <p>Depending on the type of care provision, the proposed parking standards will benefit carers, as the additional space surrounding parking spaces in certain contexts should help them when</p>	Neutral

			transporting the person that they are caring for.	
Looked After Children and Care Leavers		There is no evidence that there will be a differential impact on looked after children and care leavers.		Neutral
Socio-economically vulnerable	Low-income households are more likely to be influenced by negative externalities of driving and parking, and at the same time less likely to own a car.		<p>The vehicle parking standards apply equally to market housing and social housing equally and do not disadvantage any particular or perceived socio-economic group.</p> <p>The changes in the parking standards for non-residential development may assist local businesses in recruiting and retaining staff by being able to provide a more realistic level of parking provision on site. Wider parking bays may assist people (eg self-employed people) with commercial</p>	Positive

			<p>vehicles, such as transit vans, by making to easier to park.</p> <p>The SPD also includes specific guidance on the provision of cycle parking standards which should enable people to use bicycles to access employment and everyday services, as an alternative to the car either through choice or necessity.</p>	
Veterans		There is no evidence that there will be a differential impact on Veterans.		Neutral

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

2.5 Characteristics	Action	Action Owner	Completion Date
All	EqIA has been updated following consultation to reflect the results of the consultation	David Wiggins	21.05.25

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)

Impact x Likelihood = Score			Likelihood			
			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	No Risk – 0
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3.3 Reasons for risk level calculation	Equalities impacts identified are all positive or will not affect other groups of people with protected characteristics. The type of parking outlined in the document will benefit groups with protected characteristics including age and disability. Other groups with protected characteristics will not be negatively impacted by the SPD.
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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 SPD seeks to ensure that sufficient parking is provided on development proposals meeting the needs of all.
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	David Wiggins	21.05.25	
Responsible Asst. Director/Director	Cris Logue	21.05.25	
EDI	Lee Cawley	23.05.25	QA Complete: The Parking Standards has considered the impacts and needs of specific characteristics and circumstances in relation to movement, transport and parking across the

			borough. All impacts identified are neutral or positive.
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EqlA Revision Log

5.2 Revision Date	Revision By	Revision Details



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 11 June 2025
Subject:	Adult Social Care Workforce Support Programme	
Report of	Deputy Leader and Cabinet Member for Health and Wellbeing	

Summary

In November 2022 the Market Sustainability and Improvement Fund (MSIF) was announced as part of the autumn statement. The primary purpose of the fund was to support Local Authorities to make improvements to adult social care services in their area, with specific focus on building capacity and improving market sustainability.

The government considered 3 target areas of improvement that would underpin these objectives. These were:

- Increasing fee rates paid to adult social care providers.
- Increasing adult social care workforce capacity and retention
- Reducing adult social care waiting times

Of those 3 target areas, local authorities could choose one, two or all three to focus on and each were linked to specific metrics that the Department of Health and Social Care would use to monitor performance.

In 23/24, Bury Providers, Bury Commissioning Team and our Bury System Workforce Transformation Lead co-designed and developed a suite of innovative, collaborative workforce solutions to support our care providers to address their workforce challenges. These were badged as the Adult Social Care Workforce Support Programme. The Council then used a portion of its MSIF allocation to fund this support programme.

In May 2024, an extension was granted for the programme to August 2025. The programme has continued to support independent sector providers in accessing permanent care staff, improving recruitment practices in the sector as well as reducing agency spend.

Over the last several years the Community Commissioning Team have developed and rolled out a suite of measures and programmes to support providers in Bury to provide the best quality care possible. Captured in the new, overarching **Together Towards Outstanding Care** they affirm Bury's commitment to working alongside Providers in continuing driving improvements across the Borough. The Adult Social Care Provider Workforce Support Programme is fundamental to that, and its extension allowed for the development and publication of the Adult Social Care Provider Workforce Strategy. It is this strategy that outlines the future workforce challenges in the sector and how the Council aims to tackle them alongside Provider

partners. This includes the commission of a refreshed, and improved Adult Social Care Workforce Support Programme.

The new Adult Social Care Provider Workforce Support Offer will positively meet all areas of the Let's Do It! Strategy. For example, it targeted at those staff **local** to Bury, giving them access to the best support from their employers. It will support providers to be **enterprising** in their recruitment and retention processes. **Together** with staff, providers and the Local Authority, it will improve delivery of care and support the people of Bury as well as the sustainability of local providers. Finally, it will promote training and development opportunities that encourage a **strength**-based approach to care and support.

This report is looking for approval to award a 3-year contract to the Council's Local Authority trading Company, Persona via a vertical arrangement (previously Teckal) that exempts the need for a full tender under the new Procurement Regulations.

The Commissioning Team have worked closely with Persona in developing a business plan to grow the Workforce Support Programme, improving outcomes, tackling the challenges faced by providers, all at no additional cost to the current commission.

Recommendation(s)

1. Cabinet to approve the award of a 3-year contract to Persona under a vertical procurement arrangement for the delivery of Bury Council Adult Social Care Workforce Support Programme for total cost of £1,089,000.

Year 1	Year 2	Year 3
£373,000	£358,000	£358,000

Reasons for recommendation(s)

2. Persona is the Council's Local Authority Trading Company for Adult Social Care. It has its own workforce of 450 and over the years has developed core strengths in social care workforce management which have been recognised within Bury and Greater Manchester. Persona was the first adult social care provider to become a Member of the GM Good Employment Charter and has won awards with GMGEC for best large employer and best for inclusion. Persona has a strong reputation for workforce management and creative approaches to recruitment. Its position as a strategic partner to the Council puts it in a unique position to play an extended role in supporting the Council in its wider strategic aims. As a partner in the IDC Persona has a remit to work as a system partner to share best practice and expertise for the benefit of Bury.
3. Persona can deliver the current service, with additional support measures for providers on top, at a reduced cost compared to the current contract. This provides best value for money for the Local Authority.

Alternative options considered and rejected

4. A full re-tender of the service was considered but the proposal made by Persona was competitively priced and delivered a greater level of support to providers so a re-tender was not sought.

Report Author and Contact Details:

Name: Matthew Logan
Position: Strategic Lead Integrated Commissioning
Department: Health and Adult Care
E-mail: m.logan@bury.gov.uk

Context

The Community Commissioning Team have developed and rolled out a suite of measures and programmes to support providers to provide the best quality care possible in Bury. This includes:

- The Quality Assurance and Improvement Framework
- The Levels of Support Framework
- Adult Social Care Provider Workforce Strategy
- Adult Social Care Provider Workforce Support Offer

This support and approach is now captured in the new, overarching **Together Towards Outstanding Care** strategy. This outlines the Council's commitment to working together with providers and communities to drive continuous improvement in the services it commissions. The strategy also affirms the Council's approach to engaging with and involving people who use services to determine what quality care looks like.

Background

The Independent Provider Sector in Bury is diverse with 93 providers ranging from large national care providers to small local charities. Each provider is a separate employing organisation with its own employment terms and conditions, employing approximately a total of 4,600 staff. This workforce provides care and support to people in various settings with a range of support needs including:

- 49 Care home providers (nursing and residential),
- 24 Care at home providers
- 18 Supported living providers

Having the right level of workforce capacity and capabilities in this element of the system is crucial to ensure people are supported in the right place at the right time.

The Council commissions services from many of these providers and has a vested interest in ensuring that providers can operate with a workforce that can provide high quality care and support. Not all providers have the capacity to have a strong workforce

management infrastructure and need some support to enable them to operate as a good employer. There are also common issues which will arise across several providers where a shared support offer can be beneficial and provide the best value. Workforce challenges are set to become more pronounced in the coming months and years as the Employment Rights Bill is implemented. All of these factors require a strategic approach to cross-sector workforce planning and management.

Current offer

Currently, the Council commissions a provider to deliver its workforce support offer that includes:

Centralised Permanent Recruitment Function

A central recruitment team was established that providers could share all open, care and support vacancies with. The team advertised, screened and signposted relevant candidates into providers ready to interview.

BURY FLEX: A Centralised Shared Workforce Function

A shared workforce initiative was built and piloted that allowed providers in Bury access to a “ready to work” bank of flexible workers.

The criteria for the Flex Workforce was for applicants to have 9 months or more UK experience in a care and support position and be fully compliant with UK, Right to Work legislation and CQC Regulation 19: Fit and better persons employed.

The Flex Recruitment Team would process all applications, compliance and training requirements. Once a worker was “ready to work” the workforce provider would facilitate the introduction into contractual casual employment, directly to each provider. Each provider was then responsible for payroll and working time directive requirements.

Care Development Programme

The “**Bury Workforce Strategy Grow Programme**” has the workforce provider working alongside Bury College, Health and Social Care educational departments to streamline the transitioning of Health and Social Care students into Burys’ Social Care providers for both courses aligned, work experience placements and the opportunity to gain paid employment placements.

Bury Integrated Care Partnership (BICP) is a united group including social workers, nurses, GPS, hospital staff, the voluntary, community and social enterprise sector, as well as independent patient champion Healthwatch. The BICP Workforce Transformation Lead, alongside the workforce provider supported the development of a **central access point for workforce resources**. This vital central access allows everyone in the Health and Social Care in Bury to access information that can support workforce sustainability including Equality Diversity and Inclusion and Wellbeing resources. It also provides a destination to promote workforce training and development, funded initiatives such as Bury Flex and the central recruitment support.

Alongside the Commissioning Team, and as part of the Quality Assurance and Improvement Framework, we launched a **Registered Manager Leadership Development Programme**. The work by the Commissioning Team, including through Quality Assurance Reviews, has identified the lack of development opportunities and succession planning for those staff newly into Registered Manager roles is posing a risk to quality of services in Bury. A **free development programme** has been offered to those suitable to ensure they have the skills to prepare them for a managerial role.

The current offer costs **£381,000 per year**.

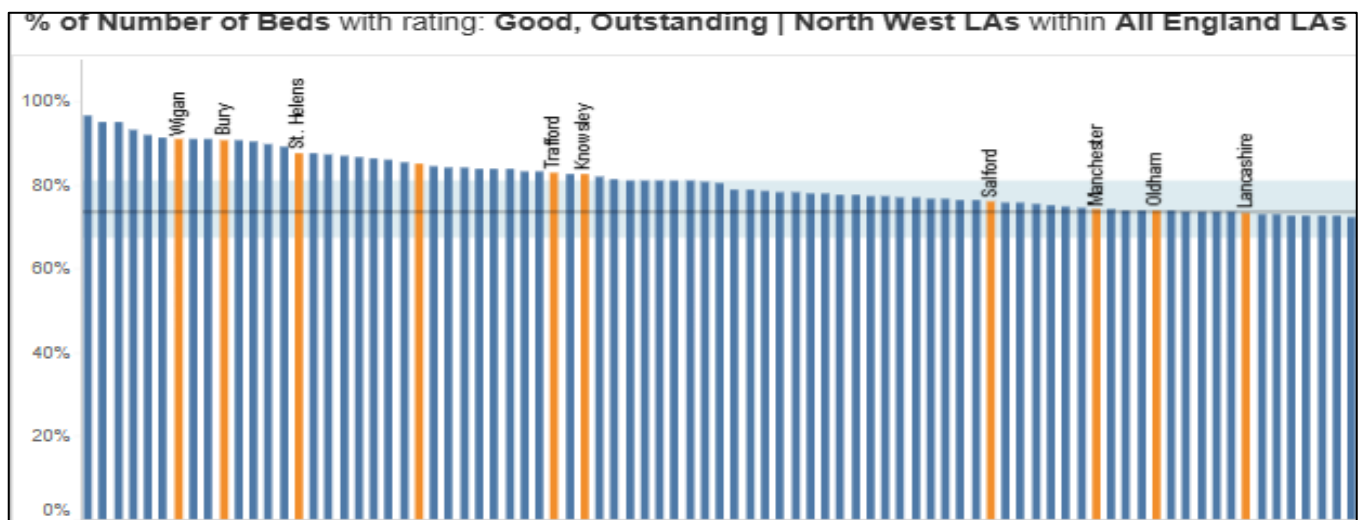
Impact

Since the introduction of the **Adult Social Care Workforce Support Programme** there has been:

- **Decrease** in vacancy rate
- **Decrease** in leaver rate
- **Increase** in number of staff working in Adult Social Care in Bury

Out of all Local Authorities in England, Bury is now:

- **Tenth** in percentage of beds in Good and Outstanding CQC rated Care Homes.
- **90.9%** of Care Homes are rated Good or Outstanding
- **No** Care at Home providers rated Inadequate
- **No** Supported Living providers rated Inadequate



The **Centralised Permanent Recruitment Function** has averaged approximately **30** open vacancies a month spanning a wide range of positions, skill types and shift requirements.

The recruitment team worked to clear performance indicators that ensured candidates meet expectations, attended interviews and are processed to job offerings.

The key achievements by the team in the last 12 months were;

- Permanent employment offers for over **75 people**.
- **1 in 2** people that have interviewed for open vacancies have secured an offer.
- 84% have accepted the offer and started employment.
- 30% of applicants offered have been new to the social care sector.
- 70% of people offered, already have over 2 years' experience in sector.
- All offers of employment have been within a **5-mile radius of Bury**.

BURY FLEX: A Centralised Shared Workforce Function has:

- *Flexed* to meet the needs of care skills and skills provision required by providers.
- *Flexed* to fill the utilisation gaps caused by sickness, holidays and winter pressures.
- *Flexed* to match the needs of the workforce.

Feedback from many smaller providers was that they did not have the ability to add supernumerary employees to an already stretched financial commitments and this service “levels up” access to additional staffing needs.

Flex enabled employees of the care sector to build “portfolio careers” and facilitated the ability to work across a diverse range of services, enhancing skills and sharing knowledge and capability with others. Flex was and is about ensuring employees remain working in sector or have the social care sector as a secondary employment opportunity.

The Flex team also run consistent wellbeing and performance checks to ensure both worker and provider are receiving the best service possible.

During the initial pilot phase Bury Flex was able to offer over **900 extra hours** into sector and each worker currently offers an average of 18 additional hours per week.

The Local Government Association were looking for outstanding examples of person centred approaches to recruitment and included Bury Flex as a case study earlier this year: [Bury Council, Bury Integrated Care Partnership and UTS: Working collaboratively with system partners and adopting a person-centred approach to recruitment | Local Government Association](#)

Case Study

Supporting Lifestyle, Home Care Services with Bury Flex

A family-run organisation providing domiciliary care to the Northwest.
Supporting adults with a variety of care needs. Contact leanne@homecarebury.co.uk

Challenges

- Recruitment is EXTREMELY tough into community as the provision requires 80% females and drivers or people happy to do long walking shifts both early in the morning and late into the evenings.
- Gaps of 400+ hours per week across Bury.
- Due to 4 closing services an additional 1000+ hours required per week.
- Cost of compliance and training for candidates not comfortable in home care provision.

Impact of Bury Flex

- Filled all emergency gaps in workforce.
- Works alongside perm hiring and temporary and fully flexible employees.
- Access to complex skills.
- Removed need to hire agency workers who NEVER meet the criteria.
- Flex hires have become sponsored perm hires.
- Consistently trained and supported by Lifestyle and Flex team.

Testimonial

The Bury Flex workers are simply fantastic, they are clearly screened and selected well. We have never had to refuse a worker or not invited them back into a further shift. All can provide great care and have the competencies and communication skills to excel.

We have recently sponsored 2 to come FT with us and are keen to hire more flex workers to support our imminent increase in care requirements.

Logos: Bury Council, Bury Integrated Care Partnership, Lifestyle Homecare, BURY FLEX

It is clear that the offer has been incredibly successful, and some elements have received great interest at GM and on a national basis. It has proved that putting resource into supporting the sector around workforce issues can have a positive impact. There is no doubting this has provided solid foundations from which to build the enhanced workforce support offer which is now needed to take the sector forward over the coming years.

What is required from a workforce support offer is detailed in the Adult Social Care Independent Provider Workforce Strategy 2025-27. This describes a number of priorities and areas for action for the coming years under the headings of **Attract and Retain, Transform and Train**.

Proposed enhanced Adult Social Care Provider Workforce Support Offer

This proposal is for a Workforce Support Offer to be provided by Persona to support delivery of the Independent Provider Workforce Strategy. It is proposed that this is a 3-year contract allowing time to establish a robust offer, deliver the initial aims of the Strategy and engage with providers to regularly refresh the strategy and associated action plan. This proposal is designed to support the delivery of all areas of the strategy and offers tailormade local solutions in all areas.

Workforce Hub

Attract and Retain	Transform	Train
<ul style="list-style-type: none"> •Centralised recruitment support •Co-ordination of 'Be the difference' campaign •Social care career academy •Early careers promotion and support •Student placement, work experience and volunteer co-ordination •Influencer program •Career progression via talent pool promotion and management •Roll out of Care Friends App 	<ul style="list-style-type: none"> •Delivery of Bury Flex •Improvement of agency management •Delivery of Provider Excellence Program •Social Care Career Academy •Training opportunities •Improved uptake of ASC-WDS •Improved engagement with GMGEC 	<ul style="list-style-type: none"> •Deliver leadership training •Develop a talent pool to support career progression •Develop career pathways from early careers right through

The workforce hub will be a dedicated team who will work closely to build relationships with independent sector providers to better understand their specific workforce challenges and promote the solutions available via the workforce hub.

Their engagement with providers will provide essential information to inform the year 2 strategy action plan and to enable the strategy to be regularly refreshed and updated. The key features of the delivery model are as follows:

Attract and Retain

1. **Centralised Recruitment Support**

The team will implement systems to enable any provider to advertise a role through the workforce hub. This will make the recruitment process less onerous for providers and will give a more consistent candidate experience, reducing the likelihood of people dropping out of the process because of frustrations or delays in recruitment processes. The system will allow the workforce hub team to advertise the role on behalf of the provider using their logo and key information/documentation on the advert. The advert will be posted to a range of established and proven jobs boards as well as the Social Care Career Academy website. They will then receive all enquiries for the roles and complete initial screening of candidates before putting those who meet screening requirements through to the provider for interview. They will monitor all recruitment through the workforce hub to keep track of timescales at each stage and will be able to have oversight to retain suitable but unsuccessful candidates in a talent pool as a proactive means of filling future roles.

2. **Co-ordination of the Be the Difference campaign**

The team will produce comms and marketing materials to support the *Be the Difference* campaign. They will also host regular careers events under this banner, co-produced with the Influencers and people with lived experience, and

will have access to a branded information vehicle to take out into the local community and events to promote jobs and careers in social care. They will run an annual *Be the Difference* staff awards event for all staff and volunteers within social care to celebrate good practice, recognise the workforce and provide a focal point for media promotion of working in the sector.

3. Social Care Career Academy

The workforce hub will be branded to candidates as a Social Care Career Academy. This will be a one-stop-shop for people looking to volunteer, work, or learn in social care. The hub will work in partnership with key stakeholders to establish a website where all centralised recruitment jobs will be advertised and information about career pathways and learning opportunities can be hosted.

4. Early careers promotion

The workforce hub team will proactively work with schools and colleges to attend careers events to promote the roles and opportunities available. They will act as Enterprise Advisors in local high schools, and they will also work proactively with providers to facilitate workplace insight sessions such as workplace safaris. This will ensure there is a consistent approach to early careers and support providers to deliver positive sessions for students. The team will also seek to include people with lived experience of care in sessions wherever this is appropriate.

5. Student placement, work experience and volunteer co-ordination

The workforce hub team will act as key liaison with local colleges and will engage providers in providing work experience and work placements to a consistent standard. This co-ordination will reduce the administrative burden on both the colleges and the providers and will offer an improved quality of placement and therefore student experience. They will seek to enter students who have had a placement or work experience into an early careers talent pool with the aim of ensuring that as many as possible are proactively supported into employment in the sector. They'll provide mentoring and support to students to enable them to attain their preferred job role.

6. Influencer Program

The team will set up and co-ordinate an Influencer program which will support the early careers work and the *Be the Difference* campaign. Existing staff working in social care across a range of providers will be incentivized to become part of a pool who can go out and about to careers events promoting the role. People with lived experience of social care will also be encouraged to consider being part of the Influencer program.

7. Talent pools

The team will oversee all candidates for roles advertised via the central recruitment function and all students and volunteer placements. They will encourage everyone who comes through the Social Care Career Academy to

join a specific talent pool based on their skills and aspirations. Talent pools will be used to support people to learn and develop and to target specific job roles and opportunities that may arise. For example, a talent pool could be established for aspiring first line managers. People in the talent pool could be signposted to additional learning and development opportunities that could support their career progression. When a first line supervisor role comes available the talent pool could be approached in the first instance to see if there is a suitable applicant available.

8. *Care Friends App*

The team will have access to up to 2000 Care Friends App licenses. Care Friends App is an app which makes it easy for the existing workforce to share job opportunities with their networks and earn rewards in return. It is an enhanced version of refer a friend which has been proven to have a significant positive impact on recruitment in social care. The 2000 licenses could be rolled out on an ongoing basis to providers or based on year 1 funding for the provider to trial the system on the basis that if they wish to continue beyond year 1, they then fund it themselves and other providers can then benefit from the available licenses.

9. *Survey Co-ordination*

The team will undertake periodic surveys in order to gather key information from the independent sector workforce on key themes at a local level. They will then benchmark this back against regional and national data and use the insights to inform the future strategy and action plan.

Transform

1. *Bury Flex*

The workforce hub team will continue to work with the current workforce provider to operate the Bury Flex offer, using the centralised recruitment approach to create a talent pool of flexible, experienced workers. These workers will have recruitment checks undertaken, and essential training in place to be ready for work and will be made available to independent providers as a means of covering rota gaps without the need to go to an agency. The team will review how Bury Flex is working and identify options for the future of the scheme.

2. *Agency Management*

In addition to the Bury Flex offer, the team will liaise with providers to understand the extent of agency usage and the challenges associated with this. They will consider a range of options to improve the approach to agency usage, including consideration of a supply chain management solution.

3. *Provider Excellence Program*

The workforce hub team will liaise with providers and commissioners to identify the key themes arising from the Commissioning Team Quality Assurance Reviews and the wider operating context. They will use this information to agree the priority areas for improvement. These will form the basis of a Provider Excellence Program. The program will comprise a mixture of quarterly face to face learning events and on-line resources which the team will design and deliver.

4. *Training opportunities*

There are a number of updates, training resources, networks and events provided by Skills for Care, GMCA, NHS-GM, NW ADASS, CQC and legal firms to mention a few. It can be hard to engage in all of this and some smaller providers may find it hard to release capacity to attend. The Team will horizon scan to create a one-stop-shop of information so that providers can have one place to look to find out what's coming up and what events and resources could be beneficial to them. They will also attend events and provide the materials or summaries from these in a central place that all providers can access. In addition, they will provide training and support to providers on specific workforce-related topics e.g. inclusive recruitment.

5. *Improved uptake of ASC-WDS*

A key focus of the team will be to identify which providers are engaging with ASC-WDS, what the barriers are to engagement, and to then work with providers to increase uptake. The current uptake of 48.5% (January 2025), falls below the GM average of 52.5% and well below the best performer, Blackpool (85.4%). The team will seek to understand how others have improved performance and to work in collaboration with Skills for Care colleagues to improve uptake against targets agreed with commissioners.

6. *Improved engagement with GMGEC*

Increasing the number of providers who are members or supporters of the GM Good Employment Charter is essential to achieving consistently high standards of employment across the sector. Attraction and retention will be improved whereas many employers as possible are perceived to be 'good' employers. The team will work with providers to understand barriers to signing up as a supporter and to encourage and support providers to take this step. They will also support providers on their GMGEC journey by sharing best practice and creating a community of practice.

Train

1. *Leadership training*

The team will work with providers and commissioners specifically to understand any development needs in respect of leaders and managers. They will provide access to a range of resources to support leadership learning and will commission a minimum of 1 cohort of more formal leadership training per year. They will also provide access to coaching/mentoring on a group/individual basis for new Registered Managers or those identified as needing additional support.

2. Career pathways

The team will work across providers to identify great examples of career pathways from the Influencers and beyond. They will capture these career pathways as case studies and examples via video and narrative and will use these on the Care Academy website and at careers events. They will also be linking in with the government Care Worker Pathways.

Funding Required

To deliver the extensive program of workforce support outlined above the following budget would be required:

Year 1	Year 2	Year 3
£373,000	£358,000	£358,000

Outcomes and Impact

The outcomes would be developed between the Commissioning Team and Persona but are likely to include:

- Improved number of applicants for roles
- Improved quality of applicants for roles
- Reduction in vacancies
- Reduction in drop-out during recruitment process
- Improved candidate experience
- Increase in Bury Flex usage
- Reduction in agency usage
- Reduction in agency cost
- Improved quality of services
- Increased uptake of ASC-WDS
- Increased uptake of GMGEC

Governance

To govern this work the workforce hub will establish a Provider Steering Group. This group will oversee progress against the agreed workplan and will provide a regular report back to the IDC Strategic Workforce Group. Commissioners will receive regular reports in respect of service performance and outcomes and an annual report reviewing performance and proposing an action plan for the following year.

Links with the Corporate Priorities:

The new Adult Social Care Provider Workforce Support Offer will positively meet all areas of the Let's Do It! Strategy

Local: Support those staff who live and work in Bury to get the best support from their employers and access roles that meet their needs and allow them to develop in their careers.

Enterprise: Support providers based in Bury with their recruitment practices as well as supporting their ongoing sustainability and ability to meet the needs of vulnerable people in the Borough

Together: Improve the delivery of care and support, sustainability and sufficiency of care in partnership with staff and providers.

Strengths: Promoting training and development opportunities that encourage strength-based approaches to care and support of the people of Bury.

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](#).*

5. A full EIA has been completed identifying potential impacts on specific characteristics. The programme recognises the importance of inclusive best practice and actions within the programme address disadvantages and barriers people with different protected characteristics experience. All impacts are therefore neutral or positive.

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)*

6. Aspects of the workforce support programme will allow potential staff to enjoy more flexible employment including those working in domiciliary care being able to walk to care visits rather than use a vehicle.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Providers do not engage with the offer resulting in poor outcomes, outputs and return on investment	Persona to take proactive approach in contacting and working with providers. Making the offer readily visible and working alongside Commissioning Team.

Legal Implications:

7. As noted above, Persona is a wholly owned company of the Council, set up under what were known as Teckal rules formalised within the Public Contracts Regulations 2015. The Teckal exemption is known as a vertical arrangement under the Procurement Act 2023 and it allows the Council to make a direct award to Persona due to its status.
8. Notwithstanding the wholly owned nature of Persona, it is a separate legal entity to the Council and the parties should enter into a formal contractual arrangement in the usual way.
9. Section 5, Care Act 2014 requires local authorities to promote the efficient and effective operation of a market in services for meeting care and support needs with a view to ensuring variety of providers providing a variety of services and efficient information to enable a well informed decision about how a person wishing to access services can meet those needs. The MSIF was introduced to support the fulfilment of this duty.

Financial Implications:

To be completed by the Council's Section 151 Officer.

10. This investment is fully funded by the Market Sustainability and Improvement Fund (MSIF). The MSIF is recurrent funding and the investment requires no additional cost to the HAC Directorate revenue budget.
11. As part of the monthly budget monitoring cycle, Finance and HAC Directorate commissioning team will track the expenditure linked to the proposals set out in this report ensuring that all expenditure aligns to the funding provided.
12. Any financial risks/pressures identified will be highlighted to the Director of Adult Social Services as part of the monthly budget monitoring cycle whereby an action plan will be deployed to mitigate any financial risks/ pressures

Appendices:

Bury Council Adult Social Care Independent Provider Workforce Strategy

Background papers:

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

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

Term	Meaning

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Adult Health & Social Care
Independent Provider Workforce Strategy
2025 - 2027

March 2025

Document Control

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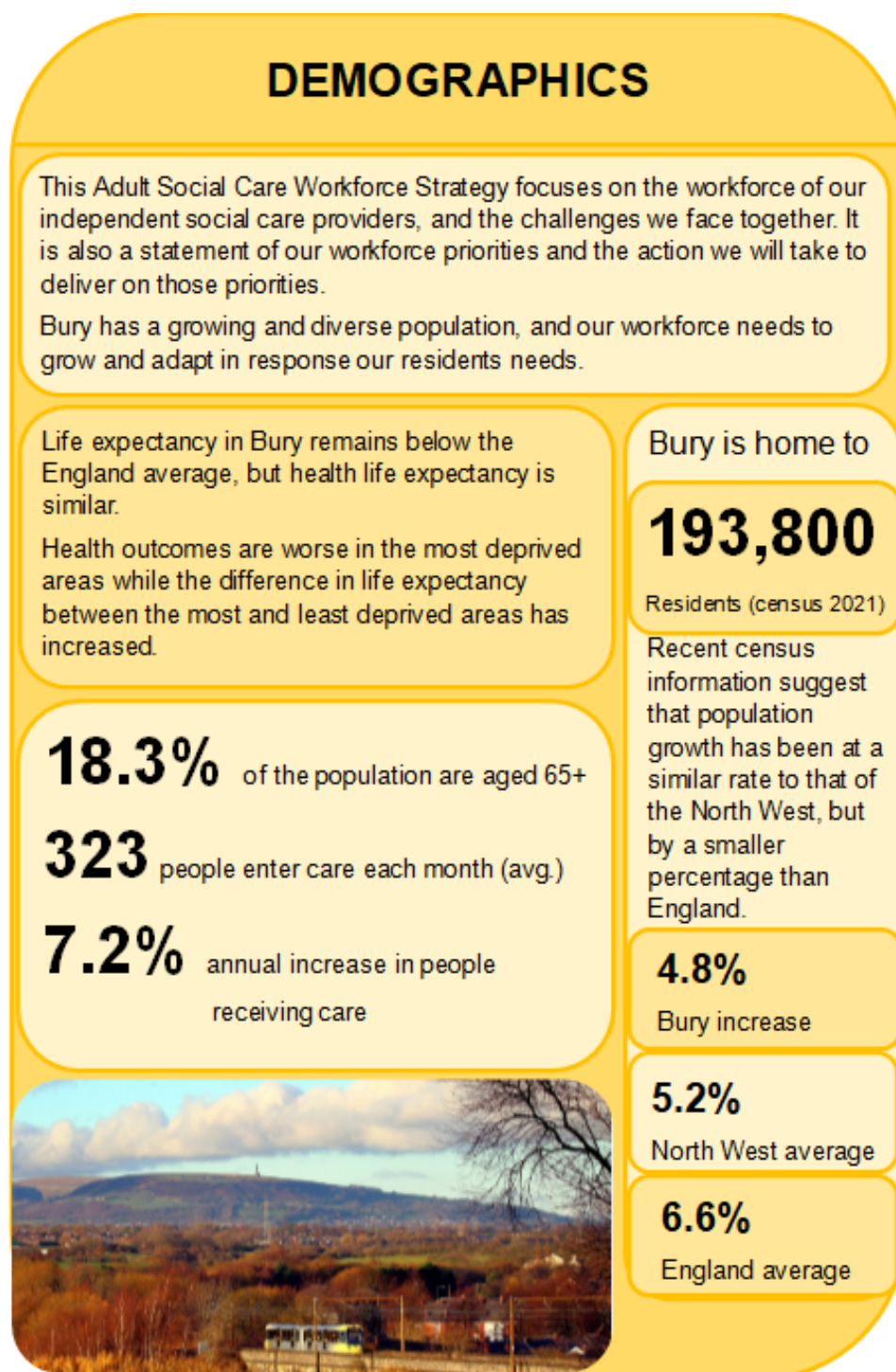
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1. Introduction

- 1.1 Local authorities are required to develop a market that delivers a wide range of sustainable, high-quality care and support services that will be available to our communities. The tools for achieving this market shaping duty are our own strategic commissioning and contracting practices. Workforce shaping and commissioning is vital in this as it will help put in place a workforce that will deliver the right outcomes for people being supported.
- 1.2 Bury Council and the Bury Integrated Care Partnership are committed to creating a culture of collaboration across all health and care sectors in Bury including our Independent Provider sector. We are encouraging a collaborative market sustainability approach in addressing the sectors workforce challenge; ensuring they are able to meet the needs of Bury's residents now and in the future.
- 1.3 Over the last few years several short-term funded workforce initiatives and the Market Sustainability Improvement Fund (MSIF) have enabled opportunities to adopt a more collaborative approach to address the sectors workforce challenges with the implementation of collaborative workforce solutions. However, to truly embed this approach and maximise the benefits to the sector there needs to be a longer-term strategy to tackle the size and scope of workforce challenges with a sustained workforce offer. This strategy aspires to do just that.
- 1.4 The strategy aims to outline how together, we will address the challenges faced by our Adult Social Care Providers, including recruitment, retention, training and career development. It will outline our vision for a skilled, resilient and supported workforce that can meet the current and future needs of the residents of Bury and how this will be embedded into our quality improvement work moving forward.
- 1.5 The strategy also looks to maintain connectivity with the workforce programmes being established across the locality including the Bury Locality Workforce Strategy, and the Greater Manchester Adult Social Care Workforce Strategy as well as the Skills for Care Adult Social Care Workforce Strategy.

2. Context



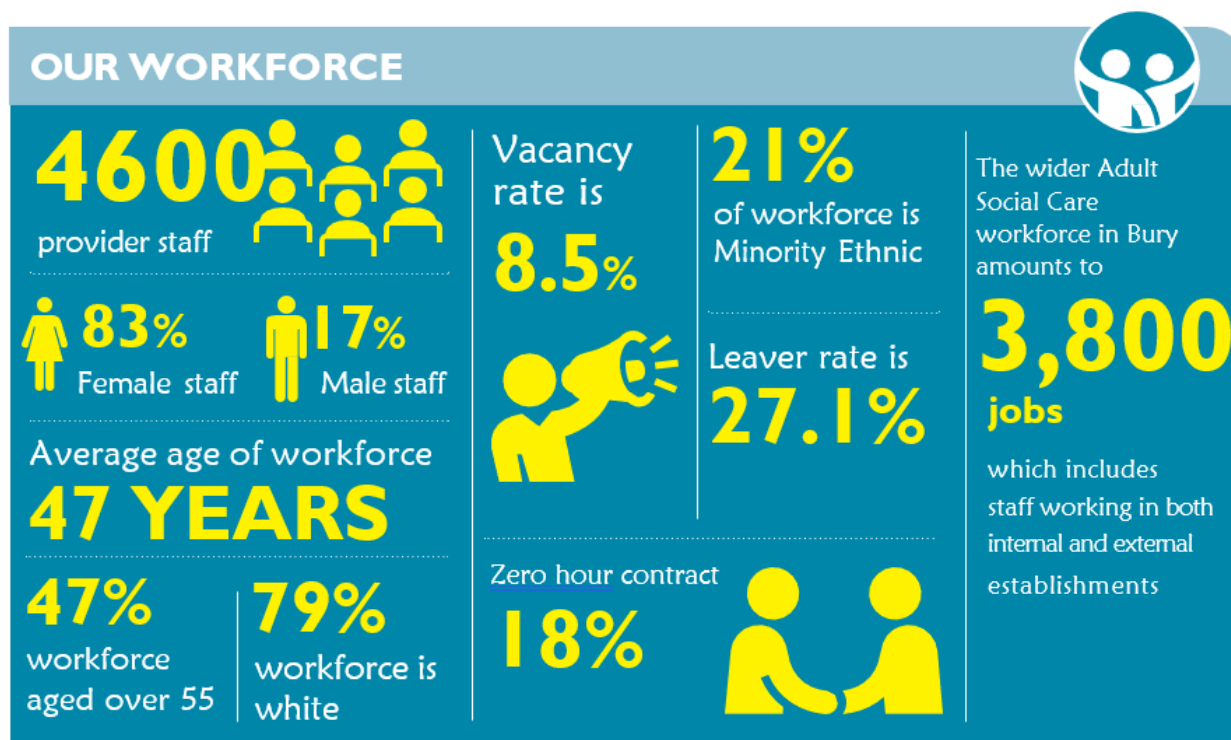
2.1 Our Independent Provider Sector

- 2.2 The Independent Provider Sector in Bury is diverse with 93 providers ranging from large national care providers to small local charities. Each provider is a separate employing organisation with its own employment terms and conditions, employing approximately a total of 4,600 staff. This workforce provides care and support to people in various settings with a range of support needs including:

- 49 Care home providers (nursing and residential),
- 24 Care at home providers
- 18 Supported living providers.

- 2.3 Our Independent Provider sector sits under the commissioning responsibilities of Bury Council and plays a key role in our Bury health and care system in supporting discharges from our borough hospitals and our intermediate care services.
- 2.4 Having the right level of workforce capacity and capabilities in this element of the system is crucial to ensure people are supported in the right place at the right time.
- 2.5 Over the last several years there has been increasing levels of acuity and a general growing need for more complex care provision including nursing and residential dementia support with a reduction in needs for standard residential placements. Therefore, there will be a need to support the shift in the care market and its workforce to provide this change in level of provision with the necessary skills and competencies.
- 2.6 Bury have worked hard over the last two years alongside providers to improve the quality of service available to the people of Bury. Intensive support has been provided to those 6 homes that were rated Inadequate by CQC, with 3 of those receiving that rating in the “Well Led” domain. This highlighted the need to assess the skills and competencies of the workforce and their leaders ability to support development requirements. We are now in a position where no commissioning provider is rated Inadequate with CQC.

2.7 Sector workforce data



2.8 Workforce data for the sector relies on each individual provider signing up and completing the Workforce Data Set (WDS). There are just under 45% of our Bury providers signed up to completion of the WDS, placing Bury 125th out of 151 local authorities in England. Therefore, there is a very limited workforce data set for this sector to assist in workforce planning/modelling. This is being tackled by the updating of provider contracts to make completion a contractual requirement and support being offered by the Council and Skills for Care to providers in completing their submissions.

2.9 Additional key data available according to Skills for Care (data for 22/23) for the Independent Sector is:

- **Contracts:** 1% of care staff are on temporary contracts and 20 % of the workforce on zero-hour contracts which is lower than the regional/national average.
- **Flexibility:** 50% split of Full/Part time workers.
- **Recruitment:** 53% of recruitment is currently from within the sector itself.
- **Experience:**
 - in sector is an average of 10.6 years with 41% at 10 years/more, 36% 3-9 years and 23% at less than 3 years' experience
 - in role is 7 years on average, 41% with less than 3 years, 35% at 3-9 years and 23% with 10 years or more experience in role.
- **Pay rates:**
 - Bury did commit to being a Real Living Wage paying authority and this includes for commissioned services. While sign up to the commitment from Providers was voluntary, 56% of Bury care Providers have signed up to pay all their staff at least the Real Living Wage.
 - The average hourly pay rate for the sector is £11.07 ranging from £11.14 for nursing homes to £10.81 for care homes. For roles the average hourly rate is £10.41 for support/outreach to £11.79 for Senior Care Workers.
- **Qualifications and training**
 - For social care qualifications - only 45% hold a level of social care qualification with 1% at entry level, 21% at level 2, 16% at level 3, 7% at 4 and above.
 - For the care certificate - only 26% have completed this, 10% are in progress, with 64% yet to commence.
 - Training data is limited with low level of recording for mandatory programmes including Moving and Handling, Infection Control and

Safeguarding Adults which shows of those recording approx. 70-80% have completed this.

- **Leadership**

- There are approximately 98 Owners/Registered managers.
- In terms of CQC Domain: 'Well led' there are 3 Inadequate and 8 Requiring improvement

2.10 **National Context**

2.11 While the local context is important when determining the actions to take to best support the borough's provider market, upcoming national changes will greatly impact on the workforce within Adult Social Care.

2.12 The upcoming Employment Rights Bill in England is set to have a significant impact with the key points being:

- a) **Establishment of the Adult Social Care Negotiating Body:** This body will set pay and conditions for adult social care workers. It will include representation from unions and sector employers, and its agreements will be binding once ratified by ministers.
- b) **Changes to Zero-Hours Contracts:** The bill aims to tackle exploitative zero-hours contracts by introducing rights for workers to receive reasonable notice of shifts and payment for cancellations. It also proposes guaranteed hours contracts that reflect the hours regularly worked.
- c) **Statutory Sick Pay (SSP) Reforms:** The bill will abolish the lower earnings limit for SSP eligibility and make SSP payable from the first day of absence.

2.13 The bill aims to improve workers' rights and conditions; however, the successful implementation will likely depend on substantial government funding and a clear strategy to support providers through these changes

2.14 The risks to providers include:

- a) **Funding and Financial Burden:** Implementing the proposed reforms, such as improved pay and conditions, will require substantial funding.
- b) **Implementation Timeline:** The timeline for implementing these changes is a concern with the need for clear guidance and sufficient time to adapt to the new regulations. .
- c) **Representation and Inclusion:** There is a need to ensure that the establishment of the negotiating body adequately represent the diverse range of voices within the sector. Ensuring that all care provider organisations, including those providing ancillary services like cleaning and catering, are included in the negotiations is crucial for equitable agreements.

- 2.15 These concerns highlight the need for comprehensive funding, clear timelines, and inclusive representation to ensure the successful implementation of the Employment Rights Bill.

3. Challenges

- 3.1 Through workshops, providers forums and quality assurance reviews, Providers have shared their current workforce challenges:

- All services across Bury trying to recruit from the same pool of candidates.
- Managers and senior staff members dedicating endless hours to the recruitment process, taking them away from other priorities.
- Those who apply who are not truly looking for work and the time is taken to sift these out and turn up rates to interviews are low.
- Turning around the negative perception of working across adult care and attracting people to the roles.
- Working around the desired shift patterns of candidates, childcare considerations of candidates
- Time to turn around DBS and referencing and losing candidates in the process as it takes too long.
- Not having someone who is dedicated, or the right person dedicated, to the recruitment processes.
- Validating prior training so new starters do not have to repeat prior learning.
- Attracting people who are looking to commence a career in health/care.
- Demonstrating career pathways and progression routes.
- Retaining staff
- Spiralling agency costs filling workforce gaps.
- Having the time to step back as leaders to analyse what is working and what needs to be improved to inform workforce strategy planning.

4. Strategic Priorities

- 4.1 Through a number of Provider Workshops, where the aim was to co-design solutions to the sectors workforce challenges; the top 3 priorities that providers identified as requiring coordinated effort were established and this strategy has aligned them to the Skills for Care Workforce Strategy for Adult Social Care:

4.2 **Attract and retain**

- 4.3 In order to support providers in attracting new staff to their service, as well as to the sector and support retention **the Council will:**

- Develop its “Be the difference in Bury” recruitment campaign and add focus to attract candidates to hard to fill positions that will be managed by a centralised recruitment process.
- Fund a centralised recruitment support team who can advertise roles and support providers in identifying suitable candidates, reducing the administrative burden placed on providers and ensuring they only interview quality candidates.
- Commissioning a series of workforce and talent surveys that will aim to understand “movement within” and movement outside of the sector of workforces to identify workforce experiences to propose retention initiatives.
- Develop an **Influencer Programme**. Recruit and manage a small team of care staff currently working in Bury providers who will have the skills to work alongside Council and system colleagues to deliver a structured and influential presence both in person and online. They will promote careers within the providers, to secondary and further education and job seeking and careers advice settings. They will:
 - Work with providers to include all the ranges of career paths available and collate information and materials to present and distribute. Align this to open vacancies on a “student or school leavers” job opportunities section within a careers page hosted via the Bury Integrated Care Partnership website.
 - The influencers will be responsible for accurately showcasing the work that the sector provides and give a true account of the day-to-day tasks, the skills and the attitudes of being employed as a care and support worker. The branding to support the Influencer programme will match the “reality” of working in the sector and pull-on stories of people working and progressing careers within the sector.

4.4 **Transform**

- 4.5 In order to support providers in managing the intensive recruitment process **the Council will:**

- Commission a person centred, centralised permanent and a flexible workforce offer; “**Bury Flex**”. The aim of this centralised process will be to offer more

opportunities to a wider market and signpost candidates into the system who want to work in permanent contracted positions or want to work with 100% flexibility across the bank or blend both bank and contracted hours. This will also reduce the need for providers to utilise costly agency staff.

- The flexible workforce would prioritise the hard to fill shifts initially and then open the bank up to all required hours. It also has the potential to not only look at care and support roles but also including nursing, therapy and social work shifts required in the provider services.
- Build a centralised resource centre into the Bury Integrated Care Partnership website that will allow providers to not only access information to support services with recruitment and retention information but also view and process attendance to centralised events and 1-2-1's, group training, and coaching opportunities.
- Develop digital training resources, webinars and links to funded training, expert whitepapers and expert led workshops into the site. An annual programme of events of in person workshops and digital webinars and video content that will target topics around the core challenges they have identified within the key recruitment challenges and priorities
- Work alongside Providers and Partners to develop a **Social Care Careers Academy**; pulling together disparate support and development offers under one programme that will both attract new staff into the sector and support career progression.
- Establish a **Provider Excellence Programme**. Informed by the results of the Council Quality Assurance Reviews, safeguarding, complaints, feedback and wider intelligence, we will hold quarterly learning events covering specific high priority themes.

4.6

Train

4.7

The Council will:

- Establish specific workshops and provide the centralised access to resources including a leadership programme for current and future managers.
- Build resources around what career progression looks like and importantly the access to the career pathways specifically within Social Care. Resources that detail information around Apprenticeships, Health and Social Care Levels of qualification and subsequent career options.

5. Connectivity

- 5.1 This document links to the Bury Locality Workforce Strategy (Appendix B). This was developed with Health and Care partners in Bury and is a shared vision for where Bury aspires to be by addressing key health and care workforce challenges.
- 5.2 The Bury Locality Workforce Strategy aligns to the Skills for Care Adult Social Care Workforce Strategy and its 3 areas:
- Attract and Retain
 - Transform
 - Train

6. Governance

- 6.1 The Independent Provider Workforce strategy delivery will be overseen by Bury Strategic Workforce Group with regular updates provided to Bury Integrated Delivery Collaborative and Bury Council Adult Social Care Senior Leadership Team.
- 6.2 We will establish a Provider Steering Group to work alongside the Council in informing this strategy, the action plan and identified key themes to tackle.
- 6.2 Regular monthly reporting by those providers commissioned to enact the plan in line with the metrics, key progress and risks against the plan will be provided to the Community Commissioning Team.
- 6.3 The Bury locality workforce strategy group will provide oversight for the elements of workforce support delivered by system collaborative programmes. These will be cross partner delivery programmes and aligned to the locality workforce strategy delivery plan. The Bury Integrated Care Partnership board will receive bi-monthly updates on the delivery and monitor risks.

7. Annex A

The Bury Council Adult Health and Social Care Independent Provider Workforce Strategy – Year One – Year One Commitment Milestones Grid

The commitment milestones will be reviewed annually, updated and revised as necessary.

“WE WILL”

Priority 1: Attraction and Retention	
‘We Will’	Start
Develop its “Be the difference in Bury” recruitment campaign and add focus to attract candidates to hard to fill positions that will be managed by a centralised recruitment process	Year One
Develop an Influencer Programme . Recruit and manage a small team of care staff currently working in Bury providers who will have the skills to work alongside Council and system colleagues to deliver a structured and influential presence both in person and online. They will promote careers within the providers, to secondary and further education and job seeking and careers advice settings	Year Two
Commissioning a series of workforce and talent surveys that will aim to understand “movement within” and movement outside of the sector of workforces to identify workforce experiences to propose retention initiatives.	Year One
Commission a centralised recruitment support team who can advertise roles and support providers in identifying suitable candidates, reducing the administrative burden placed on providers and ensuring they only interview quality candidates.	Year One
Further develop and strengthen the pathways for student to access excellent work placements within Adult Social Care settings	Year One
Priority 2:	

Transform	
Commission a person centred, centralised permanent and a flexible workforce offer; “Bury Flex”. The aim of this centralised process will be to offer more opportunities to a wider market and signpost candidates into the system who want to work in permanent contracted positions or want to work with 100% flexibility across the bank or blend both bank and contracted hours. This will also reduce the need for providers to utilise costly agency staff.	Year One
Work alongside Providers and Partners to develop a Social Care Careers Academy ; pulling together disparate support and development offers under one programme that will both attract new staff into the sector and support career progression.	Year Two
Establish a Provider Excellence Programme . Informed by the results of the Council Quality Assurance Reviews, safeguarding, complaints, feedback and wider intelligence, we will hold quarterly learning events covering specific high priority themes	Year One
Build a centralised resource centre into the Bury Integrated Care Partnership website with an Eventbrite and digital calendar function that will allow providers to not only access information to support services with recruitment and retention information but also view and process attendance to centralised events and 1-2-1’s, group training, and coaching opportunities.	Year One
Develop digital training resources, webinars and links to funded training, expert whitepapers and expert led workshops into the site. An annual programme of events of in person workshops and digital webinars and video content that will target topics around the core challenges they have identified within the key recruitment challenges and priorities	Year One
Explore other innovative solutions that can further address the challenges identified, including linking to best practice	Year Two
Priority 3: Train	
Review current Council Adult Social Care Provider Training Partnership	Year One

Establish specific workshops and provide the centralised access to resources including a leadership programme for current and future managers	Year One
Build resources around what career progression looks like and importantly the access to the career pathways specifically within Social Care. Resources that detail information around Apprenticeships, Health and Social Care Levels of qualification and subsequent career options.	Year One

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.

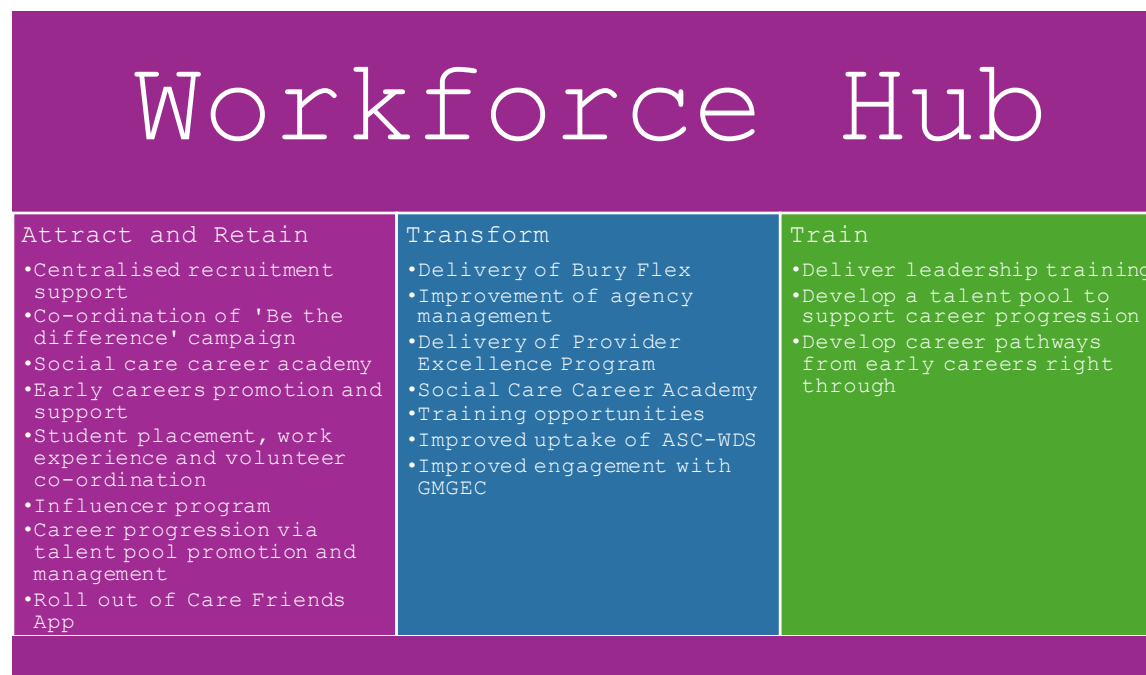
To support completion of this analysis tool, please refer to the equality impact analysis guidance.

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

Name of Policy/Project/Decision	Adult Social Care Workforce Support Programme
Lead Officer (SRO or Assistant Director/Director)	Matthew Logan, Strategic Lead Integrated Commissioning
Department/Team	Community Commissioning Team
Proposed Implementation Date	01/08/2025
Author of the EqlA	Matthew Logan, Strategic Lead Integrated Commissioning
Date of the EqlA	08/05/2025

1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?

We are commissioning Persona to run a Workforce Support Programme for independent sector providers. They will establish a Workforce Hub delivering:



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?

Community/Residents: **Yes – supporting providers to have more, quality and highly trained staff will increase the quality of care and support delivered to residents.**

Third parties such as suppliers, providers and voluntary organisations: **Yes – all commissioned care providers will have access to this support.**

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

Data:

The Independent Provider Sector in Bury is diverse with 93 providers ranging from large national care providers to small local charities. They support 3055 people funded by the Local Authority. Each provider is a separate employing organisation with its own employment terms and conditions, employing approximately a total of 4,600 staff. This workforce provides care and support to people in various settings with a range of support needs including:

- 49 Care home providers (nursing and residential),
- 24 Care at home providers
- 18 Supported living providers

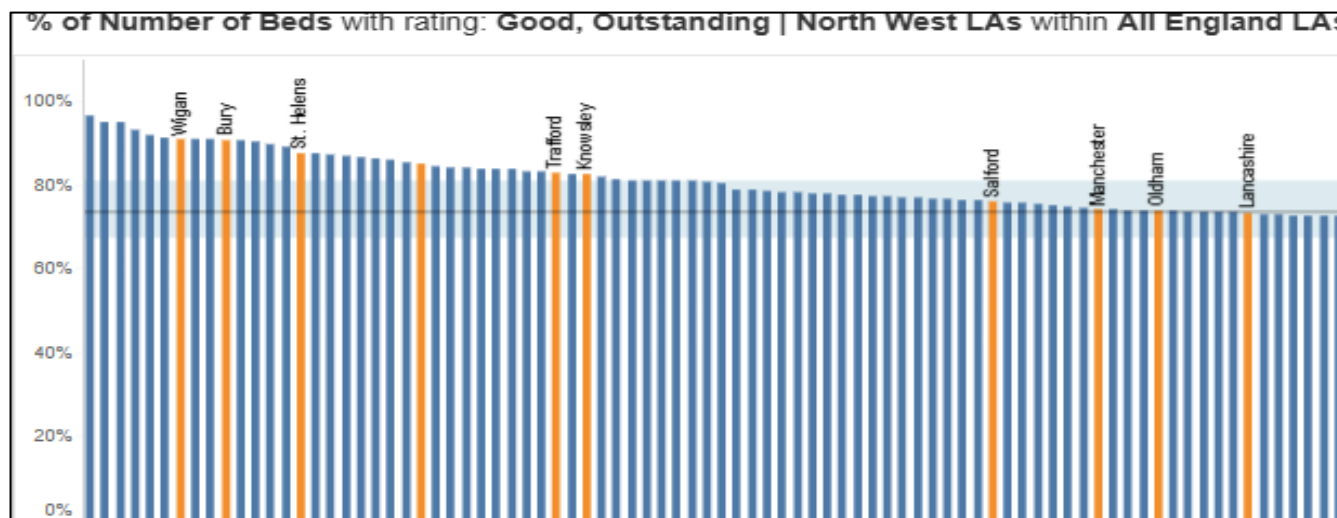
Since the introduction of the original **Adult Social Care Workforce Support Programme** there has been:

- **Decrease** in vacancy rate
- **Decrease** in leaver rate
- **Increase** in number of staff working in Adult Social Care in Bury

Out of all Local Authorities in England, Bury is now:

- **Tenth** in percentage of beds in Good and Outstanding CQC rated Care Homes.
- **90.9%** of Care Homes are rated Good or Outstanding
- **No** Care at Home providers rated Inadequate

No Supported Living providers rated Inadequate



Stakeholder information/consultation:

Activity	Date/Frequency
Engagement Event	18 th October 2024
Workforce Priorities identified by attendees and potential solutions suggested	
Care Provider Forums	Monthly
Provider Newsletter	Weekly

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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	Younger workers looking for career options and additional benefits from employers	How younger generations are redefining workplace exits - Workplace Insight	Career pathway development Early careers promotion and support Social care academy Recruitment and retention based on Good Employment Charter	Positive

Age	Younger workers and older workers experiencing difficulty in accessing and engaging in recruitment processes		<p>Influencer programme</p> <p>Designing flexible and accessible recruitment processes</p> <p>Positive actions to support underrepresented groups</p> <p>Student work experience/placements</p> <p>Access to Inclusive Recruitment Toolkit</p>	Positive
Disability	Disabled people experiencing difficulty in accessing and engaging in recruitment processes		<p>Support providers to offer Guaranteed Interview Scheme</p> <p>Support providers in designing flexible and accessible recruitment processes</p> <p>Encouraging employers to become disability confident</p> <p>Support: Recruitment and retention based on Good Employment Charter</p>	Neutral

			Access to Inclusive Recruitment Toolkit Access to Work Well programme	
Disability	Disabled people less likely to have access or be able to engage with career development opportunities	GM Disabled People's Survey 2022 – GM Disabled People's Panel	Career pathway development Social care academy Support: Development based on Good Employment Charter	
Disability	Disabled workers likely to face disabling barriers in the workplace	GM Disabled People's Survey 2022 – GM Disabled People's Panel	Support providers to promote access to a disability staff network Encouraging employers to become disability confident Employers encouraged to apply proactive and supportive workplace adjustments Leadership inclusion training	Neutral
Gender Reassignment	More likely to experience discrimination and barriers in the workplace		Leadership inclusion training	Positive

			Employers encouraged to have a supportive gender transitioning at work policy Support providers to enable staff have access to an LGBTQ+ staff network	
Marriage and Civil Partnership	No impact			
Pregnancy and Maternity	No impact			
Race	May experience language barriers when engaging with recruitment processes		Recruitment and retention based on Good Employment Charter Access to Inclusive Recruitment Toolkit Positive actions and flexibility within recruitment processes	Neutral
Religion and Belief	May experience barriers in achieving balance between work and spiritual/religious needs		Flexible working options Support providers to give shift work and part time options Employers understanding key religious events and	Positive

			encouraged to plan ahead for these	
			Leadership inclusion training	
Sex	No impact			
Sexual Orientation	More likely to experience discrimination and barriers in the workplace		Leadership inclusion training Support providers to enable staff have access to an LGBTQ+ staff network	Positive
Carers	Carers may experience difficulty in accessing and engaging with recruitment processes especially if caring long term or exiting from being a carer		Recruitment and retention based on Good Employment Charter Access to Inclusive Recruitment Toolkit Positive actions and flexibility within recruitment processes Guaranteed interview scheme	Neutral
Carers	Carers may experience difficulty in achieving a balance between		Flexible working options Shift work and part time options	Positive

	work and caring commitments		Leadership inclusion training	
Looked After Children and Care Leavers	May experience difficulty and challenges in accessing and engaging with recruitment processes		Recruitment and retention based on Good Employment Charter Work experience/placements Positive actions and flexibility within recruitment processes Support sector awareness of care leaver needs linking with care leaver covenant	Positive
Socio-economically vulnerable	No impact			
Veterans	No Impact			

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)

Impact x Likelihood = Score			Likelihood			
			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	No Risk = 0
3.3 Reasons for risk level calculation	Impact is positive as it increases providers access to high quality, trained staff, supports staff development and reduces costs to providers.

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	
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	Matthew Logan		
Responsible Asst. Director/Director	Adrian Crook		
EDI	Lee Cawley	270525	QA Complete: The programme recognises the importance of inclusive best practice and has been developed considering the impacts identified in this analysis. Given the inclusive nature of the programme all impacts are either neutral or positive

EqIA Revision Log

5.2 Revision Date	Revision By	Revision Details

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Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 11 June 2025
Subject:	Year End Corporate Plan Performance & Delivery Report and Launch of 2025/26 Corporate Plan	
Report of	Deputy Leader, Cabinet Member for Finance and Transformation	

Summary

In April 2024 the Cabinet approved the Council's Corporate Plan for 2024/25. The Plan sets out the Council's strategic priorities and delivery objectives for the financial year and the role of the Council in delivering the overarching vision of the borough's LET'S Do It! Strategy.

The Plan was agreed in the context of the Council's significant financial challenges with both reduced funding and increasing demand contributing to a reported circa. £30m financial gap in the Council's finances over the coming three years. The agreed Plan was structured around three overarching priorities:

- **Sustainable Inclusive Growth**
- **Improving Children's Lives**
- **Tackling Inequalities**

As part of the Plan, key objectives were described against each of these priorities, together with a clear set of quarterly delivery milestones. The Plan also included objectives and milestones for the **enabling actions** needed to ensure the organisational conditions necessary to deliver the priorities.

To support monitoring of the Plan, alongside measuring delivery of the agreed milestones (Appendix One), an initial set of Key Performance Indicators (KPIs) was set out. These have since been revised following operational feedback and the current suite of delivery KPIs is provided in Appendix Three.

Following Cabinet approval of the plan in April 2024, the Council has responded to a number of unforeseen demands and additional pressures. Most notably this includes responding to the outcomes of the local area SEND inspection, published on 7 May and preparation for the General Election which was announced on 22 May and took place in July 2024. In addition, in December 2024 the Council's external auditors presented their judgements in the areas of the Council's Value for Money arrangements for 2021/22 and 2023/24 resulting in an urgent action plan being drawn up at the end of Quarter Three. These events have had an impact on the delivery against milestones which was fully assessed at each quarter.

This report describes the significant progress made in the fourth and final quarter of the financial year (January to March 2025) against the Corporate Plan priorities and objectives and provides a year end position on delivery completed as planned.

In addition, it describes the process undertaken to develop the Corporate Plan for 2025/26. The proposed draft of the 2025/26 Corporate Plan on a page and associated delivery milestones are provided at Appendix Four for sign off.

Recommendation(s)

Cabinet is asked to

- Note the year end position on progress against the Corporate Plan 2024/25.
- Approve the draft Corporate Plan 2025/26

Reasons for recommendation(s)

To enable transparency and robust monitoring of performance and delivery of the Corporate Plan.

Alternative options considered and rejected

Not applicable

Report Author and Contact Details:

Name: Helen Corbishley

Position: Head of Performance and Delivery

Department: Corporate Core

E-mail: h.corbishley@bury.gov.uk

Background

This report describes the significant progress made in the fourth and final quarter of the financial year (January to March 2025) against the Corporate Plan priorities and objectives and provides a year end position on delivery completed as planned.

In addition, it describes the process undertaken to develop the Corporate Plan for 2025/26. The proposed draft of the 2025/26 Corporate Plan on a page and associated delivery milestones are provided at Appendix Four for sign off.

Links with the Corporate Priorities:

This report supplements the State of the Borough Outcomes Report in terms of providing further information on the contribution of the Council to the 2030 vision. The Corporate Plan priorities are linked to the seven objectives of the LET'S vision.

Equality Impact and Considerations:

An EIA was completed at the launch of the corporate plan for 2024/2025 ensuring inclusion was at the heart of the Council's corporate plan. This report demonstrates the continuing commitment to inclusion in all that we do as a council.

Environmental Impact and Considerations:

There are no specific environmental considerations within this report however the data tracks progress towards the environmental commitments within the Council's Corporate Plan.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Lack of capacity to deliver against the Corporate Plan priorities which reduces the Council's ability to achieve the LET'S Vision	Further attention will be given to the activities rated as Amber to ensure that resources are used appropriately to support priorities, however in some cases reprofiling may be required on a case-by-case basis.

Legal Implications:

1. There are no legal implications arising from this report, the report however is a part of our cycle of performance monitoring reports, ensuring good governance.

Financial Implications:

To be completed by the Council's Section 151 Officer.

2. There are no financial implications arising directly from this report.

Appendices:

Appendix One: Corporate Plan: Agreed Delivery Plan as of December 2024

Appendix Two: Delivery Against Quarter Four Milestones

Appendix Three: Performance Against Key Performance Indicators

Appendix Four: Corporate Plan 2025/26 Objectives and Milestones

Appendix Five: Corporate Plan 2025/26 Key Performance Indicators

Background papers:

Report to Cabinet, 17 April 2024: [Corporate Plan 2024/25](#)

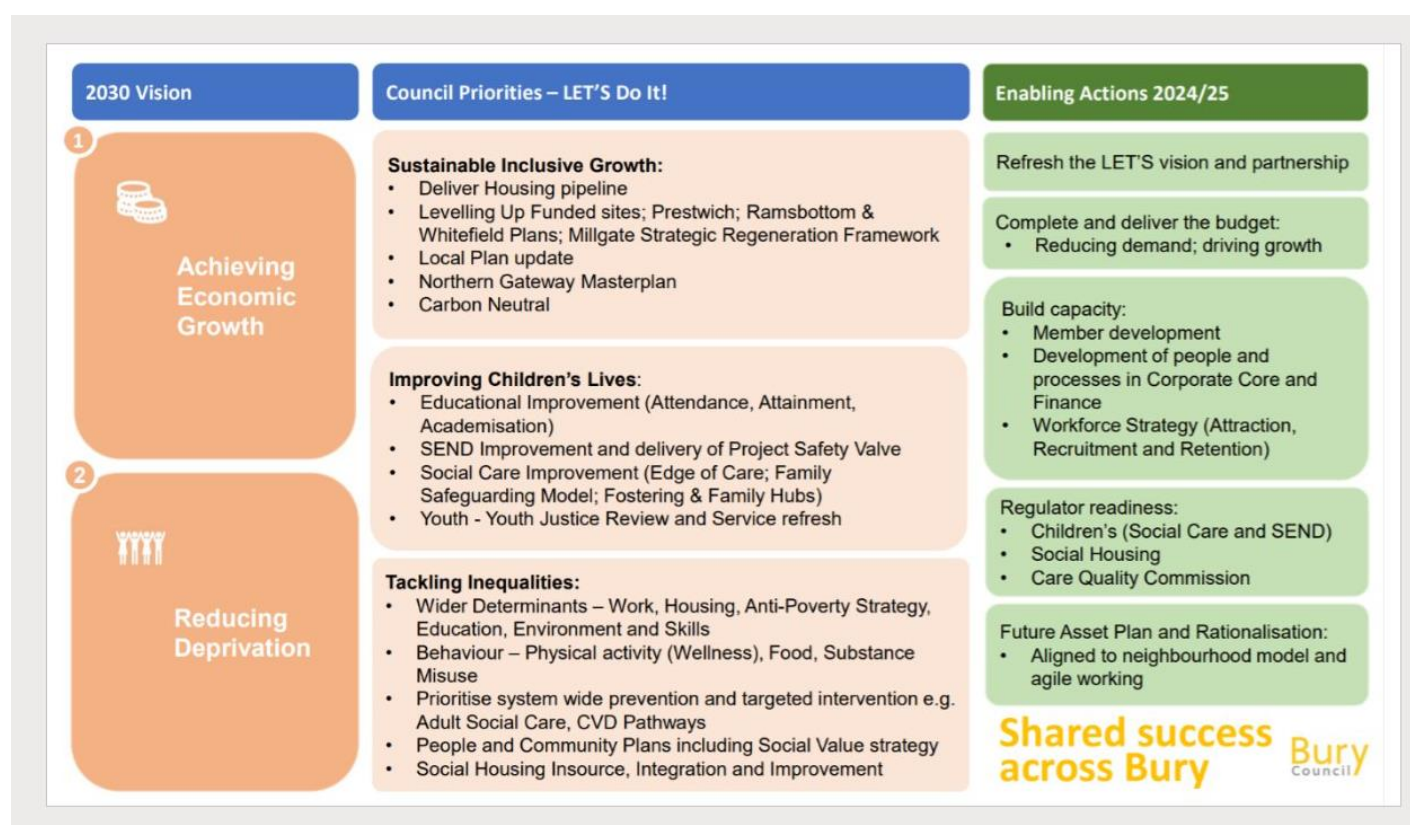
Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning	Term	Meaning
ASC	Adult Social Care	HIS	Highways improvement Strategy
ASCOF	Adult Social Care Outcomes Framework	HR	Human Resources
ATF	Active Travel Fund	IAPT	Improving Access to Psychological Therapies
BAM	Bury Art Museum	ILACS	Inspecting Local Authority Children's Services
CIN	Children In Need	KPI	Key Performance Indicator
CLA	Children Looked After	LED	Light Emitting Diode
CME	Children Missing Education	LGA	Local Government Association
CO2	Carbon Dioxide	MCF	Mayor's Challenge Fund
COPE	Construction, Occupancy, Protection, and Exposure	MDC	Mayoral Development Corporation
CP	Child Protection	MTFS	Medium Term Financial Strategy
CPP	Child Protection Plan	NHS	National Health Service
CRSTS SfA	City Region Sustainable Transport Settlement (CRSTS) and Streets for All	NHSE	National Health Service England
CSP	Community Safety Partnership	NLTG	North Lancs Training Group
DfE	Department for Education	NOMIS	Service provided by the UK Office for National Statistics (ONS) that provides official census and labour market statistics
EET	Education, Employment, or Training	PDR	Personal Development Review
EHCP	Education Health Care Plan	PRU	Pupil Referral Unit
EHE	Elective Home Education	PSHE	Personal, Social, Health and Economic
EIA	Equality Impact Assessment	PSV	Project Safety Valve
ELT	Executive Leadership Team	RAMLIB	Ramsbottom Library
EV	Electric Vehicle	RIBA	Royal Institute of British Architects
EYFSP	Early Years Foundation Stage Profile	SEND	Special Educational Needs and Disabilities
FAP	Future Asset Plan	SHDF	Social Housing Development Fund
FOI	Freedom of Information	SLA	Service Level Agreement
FTE	Full Time Equivalent	SMT	Senior Management Team
FY	Financial Year	STH	Six Town Housing
GM	Greater Manchester	TBC	To Be Confirmed
GMCA	Greater Manchester Combined Authority	UKSPF	UK Shared Prosperity Fund
GMP	Greater Manchester Police	VCFA	Voluntary, Community & Faith Alliance
GP	General Practitioner	VCFSE	Voluntary, Community, Faith and Social Enterprise

Corporate Plan Performance & Delivery 2025/25 Quarter Four Report and the 2025/26 Corporate Plan

Last April the 2024/25 Corporate Plan was published and set out the Council's strategic priorities and delivery objectives for the year.

The Corporate Plan has been designed to reflect a tighter set of corporate priorities following feedback from the last LGA Peer Review in December 2023, hence the focus on the three priorities with a streamlined set of objectives. The priorities overlay the "business as usual" departmental functions which are described separately in service planning documents.



Progress Since Approval of the 2024/25 Corporate Plan

The table in Appendix Two provides a snapshot overview of progress against the Quarter Four milestones and therefore the final position of year end for 2024/25 Corporate Plan delivery. This review of progress has been further supplemented by information gathered for the latest Leader's statement to Council.

The last report at Quarter Three described a positive forecast for completion of all milestones at year end. There have however been further unprecedented capacity requirements that has caused further delay on a small number of milestones which are being rolled into next year's plan for priority delivery. This includes the publication of both the Workforce and Communications Strategy. The Workforce Strategy has been delayed due to leadership turnover and delivery milestones have been plotted across 2025/26 for delivery in the next Corporate Plan. The Communications Strategy has only been delayed slightly and due for completion in early Quarter One of 2025/26.

Free Special Schools 2 and 3 are also marked red against planned activity during 2024/25. Work is continuing to work to plan that these schools will be delivered but the Council is yet to receive formal notification from the new government on significant build milestones.

Sustainable Inclusive Growth

Key Achievements:

- Permission has been granted to seek a partnership with a build-to-rent operator to convert the Humphrey House site into 74 new homes in the town centre which will support the continued delivery of a balanced and diverse housing supply as part of the Council's housing strategy.
- Work has started on School Street, a disused brownfield site in Radcliffe to develop 90 new family homes of which 22 will be affordable homes.
- A report on Bury's new Local Plan was presented at Cabinet on 5th March 2025 which provided a strong policy basis to assess and manage future development in the borough including the key strategic sites that are identified in the Places for Everyone Plan.
- All activity has been completed on the Fletcher Fold site for the start of the build of 43 affordable homes for older people.
- The planned demolition works to enable the beginning of the Flexihall main works has been completed and the procurement for the Flexihall operator has been progressed through an expression of interest process.
- The preparation for the handover of the Radcliffe Enterprise Centre has been delayed slightly due to the construction contract, expenditure into the next year has been approved with GMCA to secure the continued delivery of the project.
- There has also been a delay on the development of the indoor market strategy and its subsequent approval. This has been carried over into the Corporate Plan for 2025/26.
- The Future Assets Programme (FAP) has developed and implemented an estate rationalisation plan during Quarter Four to support the future wider estates strategy which is also included in the Corporate Plan for 2025/26.

Improving Children's Lives

Key Achievements:

- Since the start of the year, five Ofsted inspections have taken place in Bury schools. Published reports confirm an improving picture in the strength of leadership and positive outcomes across Bury schools.
- The first Education Safeguarding Conference was held in February, targeted at head teachers and Designated Safeguarding Officers. The 150 delegates heard from a variety of guest speakers; the event was a great success.
- Data received in the last quarter shows school attendance has continued to improve for the 3rd year running. The improvements have been supported by the strong collaborative relationship between the School Attendance Team and schools, improving systems and implementing the statutory DfE guidance.
- Average caseloads for children's social workers are now at the lowest number since the ILACS inspection (15.5 per worker). The volume of new work has moderated to levels in

line with other similar areas in the early part of 2025 and there is now greater consistency in adherence to the cornerstones of good social work practice (visits, direct work, supervision, review). The presence of more permanent staff in post is beginning to improve the consistency of relationships with children and families and to also improve the quality of practice.

- Improved support for children with SEND by schools and the local authority has led to long-term moderation in the number of new requests to assess for an Education, Health and Care plan and in the number of new plans being issued – both these measures are moving into line with the national average. Timeliness of assessment for an EHCP remains relatively strong and adherence to expectations around annual reviews is much improved for children in year groups moving between education phases. Relationship with parents and parent/carer groups is better, with the improved timeliness and quality of EHCPs reviews for children moving into school, or between schools being recognised. There is still much to do, but progress is being made.
- Approval was given for a new wing to be built at Millwood school to improve the educational experience for children with special needs. Creating more capacity at Millwood is a priority element of the council's plans to improve special needs provision in the borough. This would meet increasing demand in Bury, and reduce the need to place children with independent providers
- Over the past two months Connexions have enrolled 62 young people in a variety of courses, including construction courses with Skills CC, employability courses with NLTG and the Growth Company, and English and maths functional skills courses with a variety of tuition companies.
- The Council achieved the Constella Social Value Award in Quarter Four following on from the work with Skills CC to initiate the construction programme above.
- Children's Services have started to promote Family Help Drop In's via social media platforms. Drop ins are being delivered in schools and community venues in neighbourhoods aimed at providing families with easy access to help and support.
- The new team around the school approach Multi-Agency Family Help has commenced and we have started to deliver this with 7 schools. This scheme is in place to provide activities and food for children who are in receipt of benefit related free school meals to ensure they are not disadvantaged during school holiday periods.
- The Council continues to work in partnership with partners to reduce the risk and devastating impact of knife crime. The Youth Service has been involved in developing 'knife is a life' PSHE lesson for schools to deliver, and thinking about how we reach those young people who are electively home educated. This has included the Stop the Bleed Campaign, a partnership project to deliver short intervention/discussion around lifesaving first aid for knife related injuries.
- The fostering service launched the second Mockingbird constellation on 3rd February 2025.
- Bury's Next Chapter hub for care experienced young people based at 6 Knowsley Place is going from strength to strength and is offering a range of help and support to young people. They can access support in relation to employment, education, housing, cooking, health issues, leisure etc in a familiar and friendly environment. This offer will continue to grow over coming months.

- There has been delays on the delivery of both two new Free Special Schools at year end. These projects are led nationally by the Department for Education (DfE) and further confirmation on progress is awaited. Locally we have been working with DfE to communicate the demand for these schools as part of SEND improvement and planning within the Project Safety Valve (PSV) programme.
- The Create Attendance pledge and strategy are slightly delayed but will be in place by Quarter One 2025/26.
- The Chesham Family hub is also delayed slightly due to working through procurement to commission building works. Once complete, which is expected in 2025/26, a consultation will take place locally about the service requirements in the area.
- The Early Help offer re-launch is slightly delayed, all work has been complete however the communications for the launch have been shifted to April to ensure a smooth and successful process.

Tackling Inequalities

Key Achievements:

- A new Community Mental Health and Disability Hub for local Bury people is being created through investment from both Pennine Care NHS Foundation Trust and the Council. The investment will improve access to a range of specialist mental health and learning disability services for thousands of people. It will also create a better working environment for over 300 staff, including nurses, social workers, occupational therapists, psychiatrists, clinical psychologists and speech and language therapists.
- Work has started on a new 'pocket park' which will bring more green space to the heart of Radcliffe. Radcliffe Pocket Park is being created with £250,000 of funding from the UK Shared Prosperity Fund and £20,000 of investment from Bury Council. The scheme will complement the wider town centre regeneration that is taking place, such as the new Radcliffe Hub and Radcliffe Enterprise Centre, both nearby.
- The former Whitefield Library is set to be purchased by NHS Property Services. This acquisition will enable NHS partners to work to secure a redevelopment of the ex-library site for health services.
- The peer networks for autistic adults, families and carers have all been set up as planned.
- New strategies for Carers, Sensory Needs and Extra Care have all been completed as planned and either approved or scheduled for approval at Cabinet.
- A LGA Adults Peer Challenge was completed in Quarter Four with positive feedback across many areas, this included:
 - Staff across the adult social care directorate in Bury demonstrate a passion and positivity for their work
 - Significant progress has been made in reducing waiting lists for new assessments, reviews, and occupational therapy.
 - The integration of health and social care services at both operational and strategic levels in the council is commendable and serves as a model of best practice.
 - The directorate was able to demonstrate to the peer challenge team clear oversight in data management, quality assurance and financial control.

Enabling Actions

- Whilst not an original objective for the 2024/25 Corporate Plan, following the review from auditors in December, six new assurance boards and associated governance has been set up with most boards now meeting for the third or fourth time. This structure is essential in providing transparency and robustness to decision making.
- Our 2025/26 budget was set and MTFS successfully updated in Quarter Four.
- The LET'S Do It! Strategy was refreshed and finalised in the last quarter including a review of the outcomes and summary of what has been delivered so far.
- In the March Cabinet meeting an updated agreement with the VCFA was agreed for partnership and community working going forward.
- There has been a slight delay on the production of the new Communications Strategy, this is due to be presented to the Executive Team in early May and will follow with further sign off as required.
- The Council workforce strategy was not delivered in 2024/25, this has been rolled over into the Corporate Plan for 2025/26.

Development of the 2025/26 Corporate Plan

The context for the Corporate Plan for 2025/26 is similar to that of previous years. Despite positive trajectories on the delivery of the content of the 2024/25 plan there continues to be a significant financial gap as described in the Council's MTFS. In addition, as experienced elsewhere, there continues to be increased pressure on the Council and its partners due to the increase in the volume and complexity of demand.

Despite the scale of ambition of delivery in 2024/25, and alongside those other unforeseen activities that required additional capacity, most of the plan was delivered. However, there is still much work to do to impact against the Council's three priorities which were always intended to be multi-year plans, contributing to the LET'S 2030 Strategy. Focus will still need to continue to be sustained against these priorities to improve outcomes in these areas.

Whilst some of the focus of the Corporate Plan for 2024/25 was preparatory for the delivery of large schemes and intervention, the plan for 2025/26 includes clear and tangible deliverables with principle regeneration sites underway and new services up and running. The outcomes of upcoming inspections with the CQC and Ofsted will be known and therefore some space will need to be included for the actions which follow from those inspections to continue to improve outcomes. In addition, an amount of focus needs to be aligned with tackling inequalities particularly because as the national and regional integrated health and care systems are subject to significant change with the national NHS reform program. The plan will also cover those milestones which were not delivered in 2024/25.

Therefore, the three priorities and an additional the enabling priority will be repeated for the 2025/26 planning year. Key objectives have been described against each of these priorities, together with a clear set of quarterly delivery milestones. The plan on a page is below and the proposed delivery milestones at Appendix Four. As per the delivery position at Quarter 4, any remaining undelivered milestones have been rolled over into this new plan.

2030 Vision

Council Priorities – LET'S Do It! 2025/26

Achieving Economic Growth

Reducing Deprivation

LET'S Do It! Values & Behaviours

Sustainable Inclusive Growth:

- Deliver the All Age Work and Skills Strategy and Action Plan
- Agree a Local Plan in context of Places for Everyone
- Develop a new Housing Strategy
- Construction of Radcliffe High School, Civic Hub and redevelopment of the Radcliffe Enterprise Centre and Market Chambers
- Progress Bury Town Centre Masterplan projects; NORA (Northern Rock Area), Millgate refurbishment, Indoor Market, Chamberhall Phase 2
- Deliver Prestwich Phase 1
- Design and deliver township development plans for Whitefield & Ramsbottom
- Progress the Northern Gateway scheme: establish MDC; Western Access OBC and first-phase planning
- Continue to deliver the Local Transport Strategy including Bury Interchange improvements, the Highway Improvement Strategy and the active travel programme
- Develop Annual Sustainability Plan and progress Climate Change Strategy including town centre heat network and the EV Charging point network
- Support implementation of flood defence scheme by Environmental Agency

Improving Children's Lives:

- Progress the SEND Improvement Journey (inc. free special schools)
- Continue the transformation of our Pupil Referral Unit offer
- Progress the Children's Social Care Improvement journey: embed family safeguarding; develop commissioning strategy and workforce development
- Establish an Education and Inclusion Strategy
- Agree a multi-agency plan in response to the social care reforms, outlined in Keeping Children Safe, Helping Families Thrive and the Children's Wellbeing and Education Bill

Tackling Inequalities:

- Deliver the Bury Locality Plan update for health and care transformation in the borough
- Develop the health inequalities strategy and deliver our improvement plan for Adult Social Care
- Accelerate development of the Bury neighbourhood model, in context of GM Live Well approach, including economic inactivity trailblazer pilot
- Update the anti-poverty action plan and evaluate impact
- Develop the Wellness strategy inc. the leisure business case and deliver the Green Flag Parks Programme and Green Spaces Strategy
- Deliver the Culture Strategy through the Community Culture Fund, the annual co-created events programme and repairing the Bury Art Gallery and Ramsbottom Library roofs
- Implement the New Community Safety Plan
- Deliver on plans to improve social housing, including decarbonisation, and increase tenant satisfaction

Enabling Actions

Financial Sustainability

- Delivery of MTFS Savings and develop 2026/27 MTFS
- Refresh of the Capital Programme
- Production of a Commercial Strategy
- Improve strategic commissioning and procurement
- Deliver finance restructure and improvement plan

Workforce, Culture & Inclusion

- Develop HR Service Improvement Plan
- Deliver the Inclusion Strategy
- Quarterly OD programme to embed LETS principles
- Ensure continued compliance with PDRs, Mandatory Training and Service Planning, inc. Health & Safety
- Deliver the Council's Improvement Plan

Transformation

- Implementation of the Digital Strategy
- Deliver the Unit 4 Upgrade and change plan
- Confirm the Council's Corporate Estate Plan
- Increase community engagement through the new VCFA SLA and our social cohesion strategy

- The Plan also includes new objectives and milestones for the **enabling actions** needed to ensure the organisational conditions necessary to deliver these priorities. These objectives and milestones pay particular attention to the external auditor's recommendations regarding improved governance and robustness around financial decision making.
- A new suite of key performance indicators is also being developed as part of a refreshed performance framework for the organisation. This is in two tiers where a set of high-level indicators which can be benchmarked where appropriate can be utilised for monitoring the impact of the corporate plan delivery and then a second tier of indicators which demonstrate activity that is happening within services. The proposed suite of Corporate Plan KPIs is attached at Appendix Five.

Conclusion

As can be seen from this report, significant work has continued to be undertaken against the delivery milestones in the Corporate Plan. Where necessary non-deliverables have been rolled over into the 2025/26 Corporate Plan with an additional review of delivery milestones to ensure progress against timelines.

Appendix One: Corporate Plan: Agreed Delivery Plan as of December 2024

	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 Guidance (CIAG) and transition Update Primary in Year Fair Access Protocol (IYFAP) Panel & policy Production of Personal Independence Payment (PIP) & establishment of SEND Improvement and 	<ul style="list-style-type: none"> Star academy in Radcliffe opens in temporary accommodation Corporate Parenting Strategy refresh complete Early Help Parent Offer in development 	<ul style="list-style-type: none"> Launch second Mockingbird constellation Family Safeguarding expansion & Partnership Event 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 	<ul style="list-style-type: none"> Chesham Family Hub opens Free Special School 2 – detailed design development undertaken by DfE 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

	Assurance Board (SIAB)		<ul style="list-style-type: none"> • Delivery of Care Cubed into Children and Young People/Clinical Health Commissioning 	
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 • Additional CAMHS (Child and Adolescent Mental Health Services) capacity secured • Completion of Redbank Pavilion/3G 	<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 • 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"> • 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 • 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"> • 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 • 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

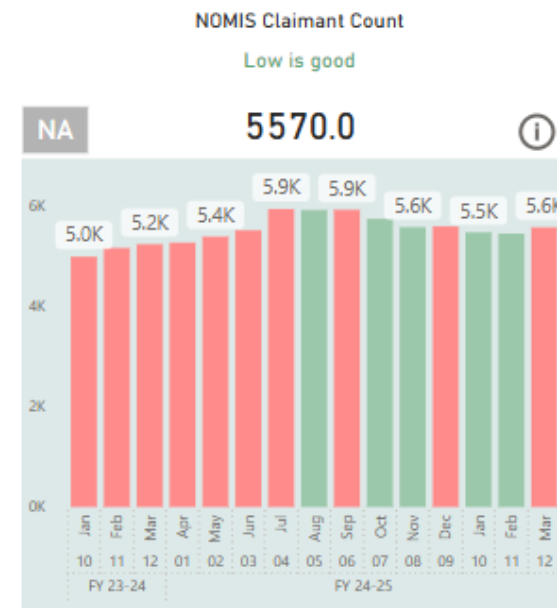
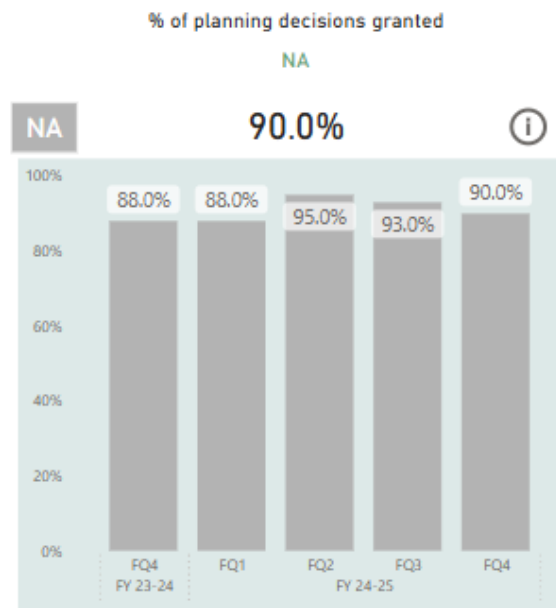
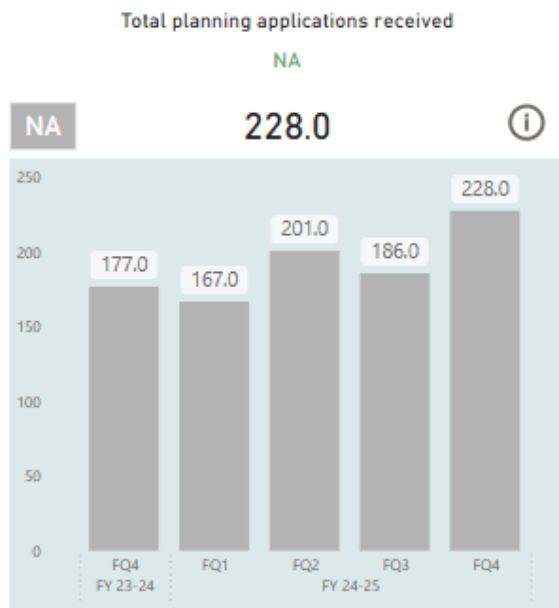
Appendix Two: Delivery Against Quarter Four Milestones

Complete (B)		On Track (G)	Not on track – risk addressed (A)	Not on track – risk identified (R)
Quarter Four: Progress on a Page				
Priority	Milestone	RAG	Quarter 4 Update	
Sustainable Inclusive Growth	Fletcher Fold - Start on site (subject to planning approval) - 43 affordable homes for older people	B	Contract negotiations being finalised. Need approval to dispose via urgent decision process. Aiming for completion end March.	
	Flexihall main works begin	B	Flexi Hall main works due to commence May 2025. Demolition works currently underway.	
	First phase of Flexihall operator procurement completed	B	Expression of Interest went live 18/03.	
	Radcliffe enterprise centre prep for handover and all UKSPF funds spent	G	Additional expenditure agreed with GMCA for 25-26 financial year. Project subject to delay relating to construction contract	
	Indoor market strategy approved	A	Secured UKSPF grant to develop future plans for the site.	
	Northern Gateway - Application submission (JPA1.1)	B	Development Framework SPD approved at Bury Cabinet 05.03.35 and Rochdale Cabinet 18.03.25	
Improving Childrens Lives	Free Special School 2 - detailed design development undertaken by DfE	R	Feasibility concluded & approved. Procurement phase due to commence early 2025 - awaiting further confirmation from DfE	
	Free Special School 3 - feasibility study commissioned by DfE	R	No further progress from DfE	
	Create Attendance (CME & EHE) Pledge / Strategy	G	Work is ongoing with the pledge and strategy. This has been delayed slightly, to ensure the voice of children and families is gathered and running throughout. Draft plan shared with working group in April, strategy should be in place by June and pledge by July.	
	Plan to improve school readiness in communities in place	B	The analysis of the EYFSP data has now been completed, which will enable us to target specifics in neighbourhoods. Themes from this analysis are threaded through the session's delivery in Family Hubs and through the training plan for Early Years providers. Transition sessions are planned for the summer term and targeted transition sessions for children with SEND are also going to be delivered.	
	Chesham Family Hub opens	A	The back garden has now been cleared and the diseased trees removed from the outdoor area. Now waiting for the work to go out to procurement, once complete the building will then open and deliver Family Hub services direct to the local community. All resources and equipment have been	

			purchased and are being stored. Next steps are to complete consultation with the community about the need for services in the area.
	Keeping Families together team launched	G	2 members of the team have commenced in role with the other 4 practitioners set to join us in April. We are currently supporting young people from DAT and family safeguarding who are deemed to be on the edge of care. All paperwork i.e. practices standards, referrals etc. is with the director for sign off - this will be presented at SMT in April.
	Early Help Offer re-launch	G	On track for the re-launch, slight delay to the end of April, however, working closely with comms to ensure a smooth relaunch of the family help offer.
Tackling Inequalities	Approval of refurbished GP provision in Whitefield to replace Uplands	B	Sale of site approved by cabinet, and Funding approval received from NHS GM. Paper endorsed at Locality board and health scrutiny. Awaiting final confirmation from NHSE.
	NHS commissioning intentions and service delivery priorities for emotional wellbeing and mental health in place	B	Mental Health Commissioning intentions developed through mental health programme board and endorsed at locality board February 25. awaiting final confirmation of support from NHS GM corporately.
	Establishment of peer networks - autistic adults and families/carers	B	Networks established
	Carers Strategy complete	B	Approved at Cabinet, February 25
	Sensory Strategy complete	B	Approved at Cabinet, April 25
	Extra Care Strategy complete	B	Drafted and ready for approval
	Communications strategy relaunch	A	Communication strategy to be presented at ELT early May.
	Council Workforce strategy developed	R	Delayed until 25/26
	Ramsbottom Top Park 3G Pitch complete	B	Progressing very well on site, the 3G pitch is now completed and handed back to the council. The building works for the car park on track to be completed for 10/05/2025. The refurbished play area will be commissioned back in to use by the 11/05/2025.
Enablers	Estate Rationalisation Strategy approved	B	Future Asset Programme (FAP) developed, creating and implementing an estate rationalisation plan.
	25/26 budget set and MTFS updated	B	Complete
	Relaunch of LET'S Do It! strategy and governance	B	Relaunched w/c 24/3 at Team Bury, to be finalised imminently
	Recommission of VCFSE local infrastructure	B	Updated agreement with Bury Voluntary & Community Faith Alliance agreed at March 2025 Cabinet

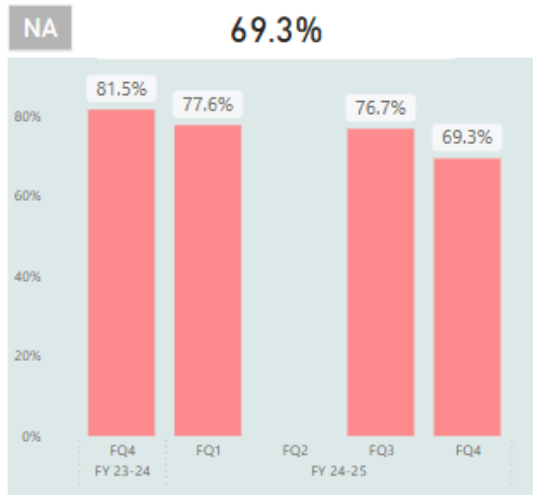
Appendix Three: Performance Against Key Performance Indicators

Business Growth and Infrastructure

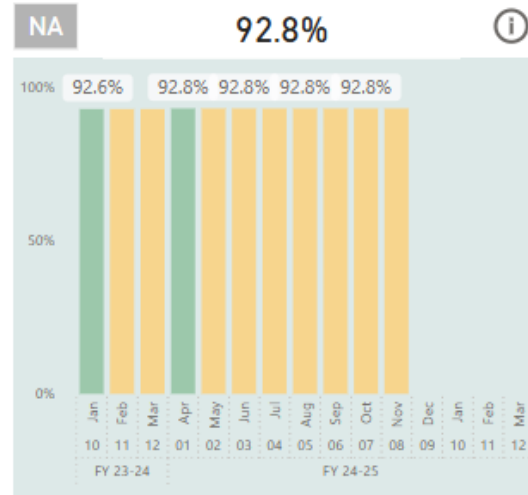


Children and Young People

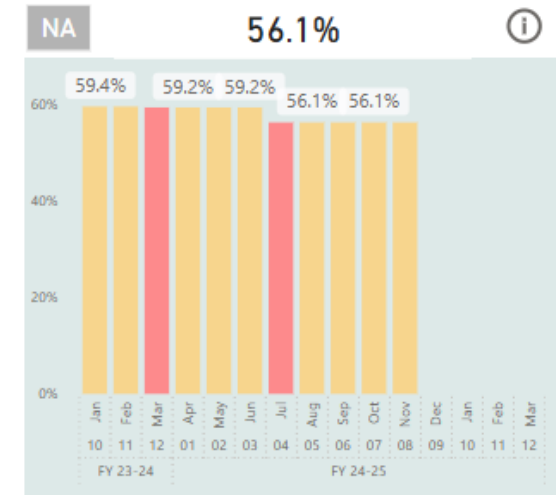
% of children accessing 2 year take up of free childcare
High is good



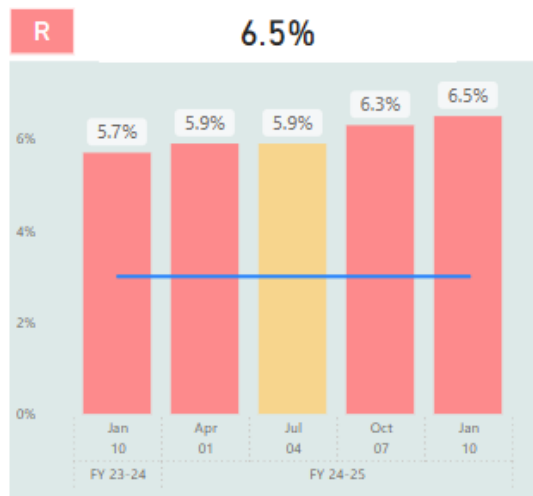
The % of pupils attending a good or better Primary School in Bury
High is good



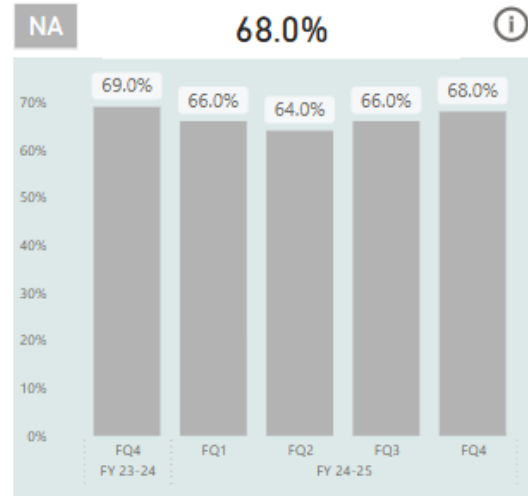
The % of pupils attending a good or better Secondary School in Bury
High is good



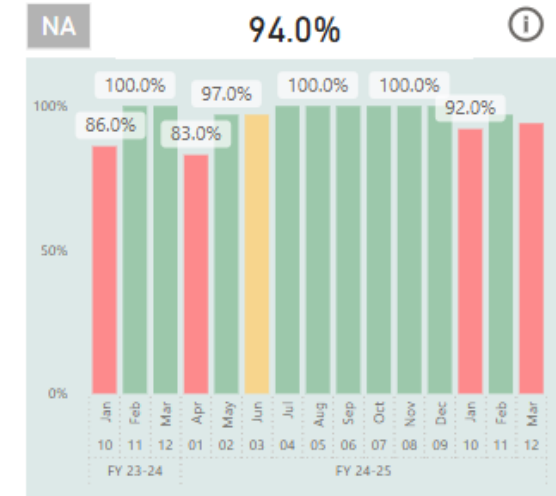
% of Pupils in Bury Schools with an EHCP
Low is good



CLA – Percentage of CLA in foster placements
NA

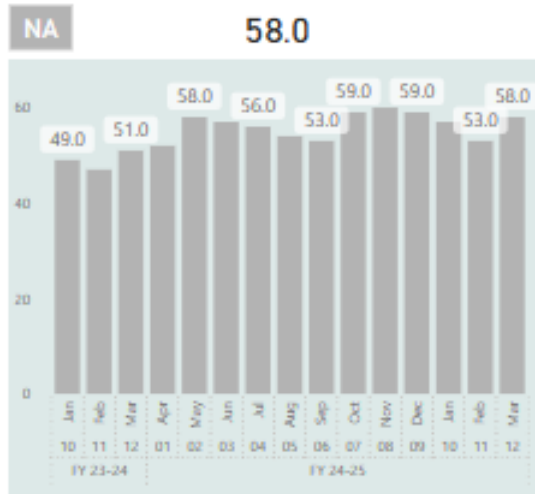


EHCP: Percent of Plans issued on time, compliance at 20 weeks
High is good



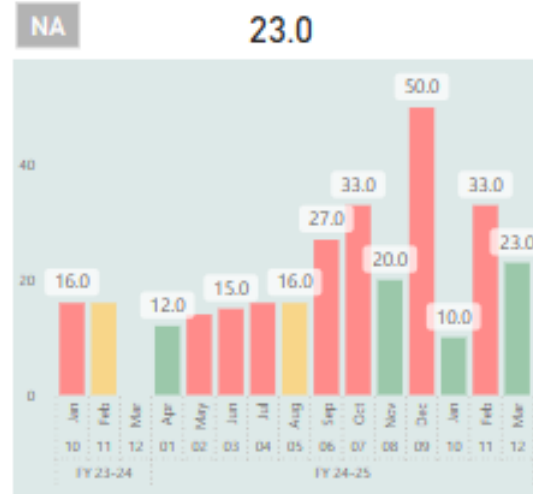
Rate of CPP per 10,000 children aged 0-17 (latest)

NA



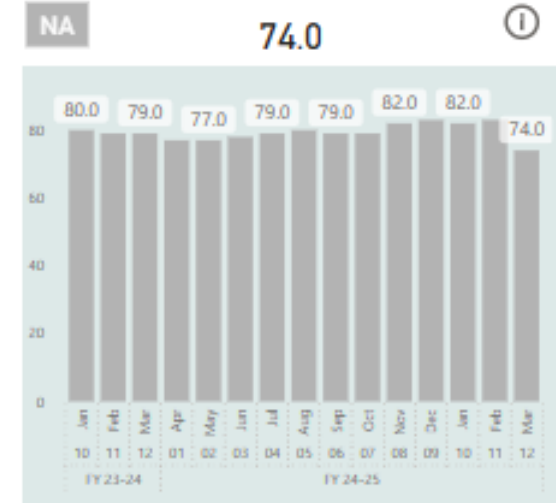
Re-registrations for children who started on a CP plan (ever) (last 6 months)

Low is good



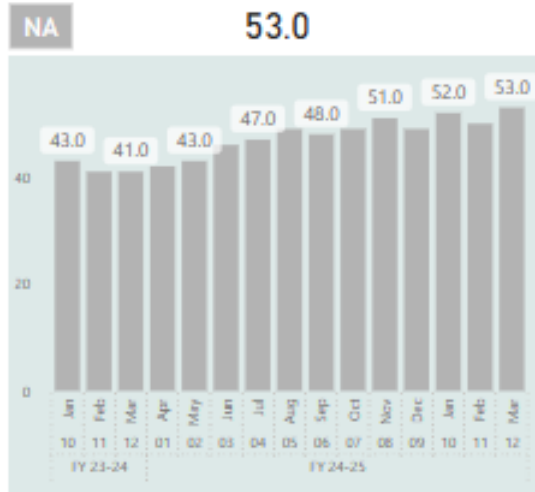
Rate of CLA per 10,000 children (latest snapshot)

NA



Number of residential placements (codes K1, K2, R1 and S1)

NA

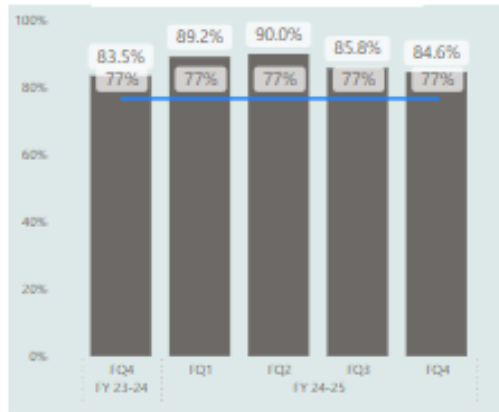


Health & Adult Care

ASCOf 2A - The proportion of people who received short-term services during the year - where no further request was made for ongoing support

High is good

84.6%



Of those who expressed outcomes the proportion of people who have their safeguarding outcomes fully or partially met

High is good

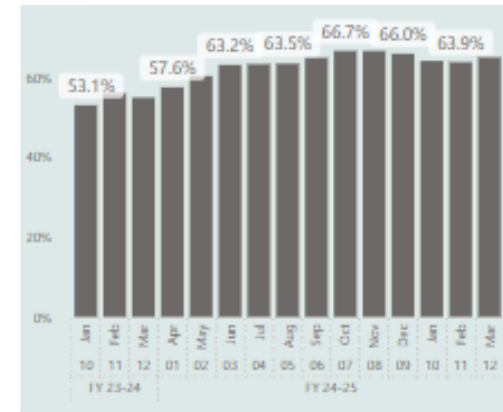
100.0%



Proportion of completed Adult Social Care (ASC) annual reviews in a rolling 12 month period

High is good

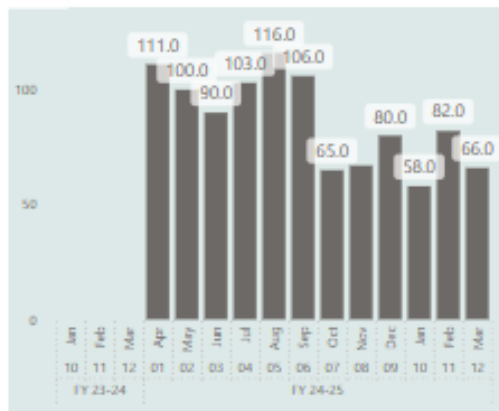
65.1%



Number of people on waiting list for ASC needs assessment (snapshot last day of the month)

Low is good

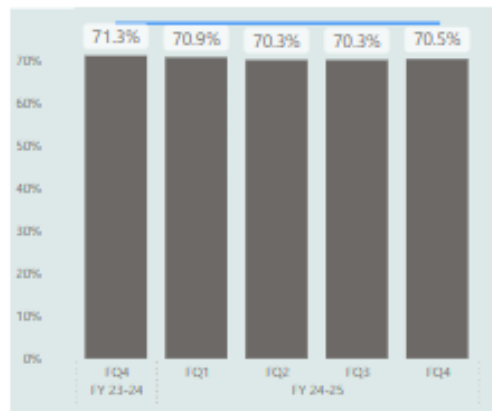
66.0



Proportion of people receiving long-term adult social care in the community

High is good

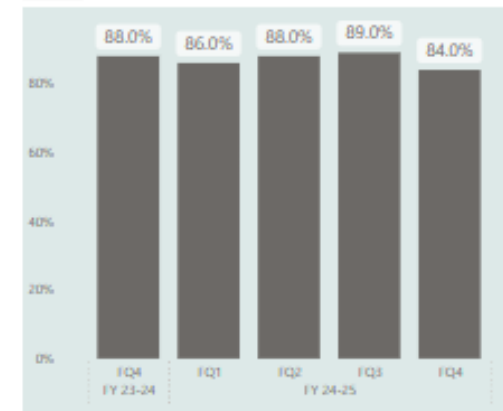
70.5%



Proportion of people that were asked about their outcomes (ASC)

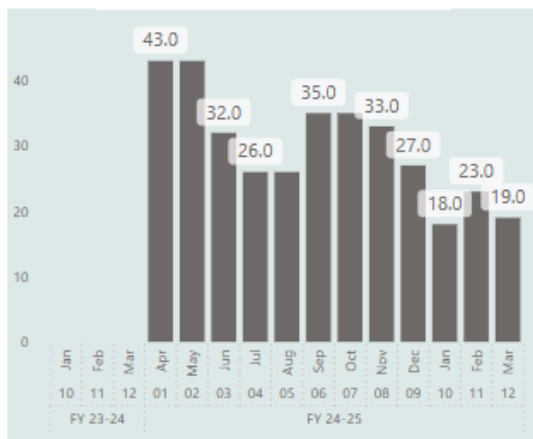
High is good

84.0%



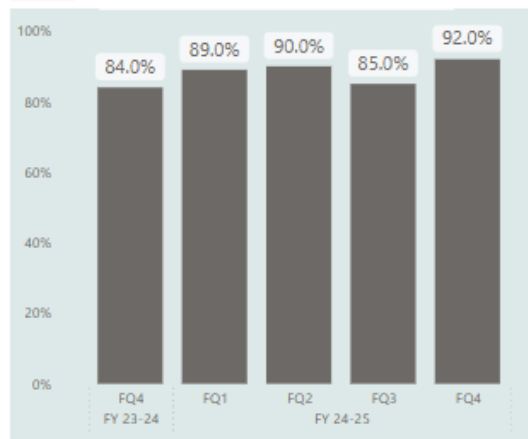
Median number of days waiting for an ASC needs assessment
Low is good

19.0



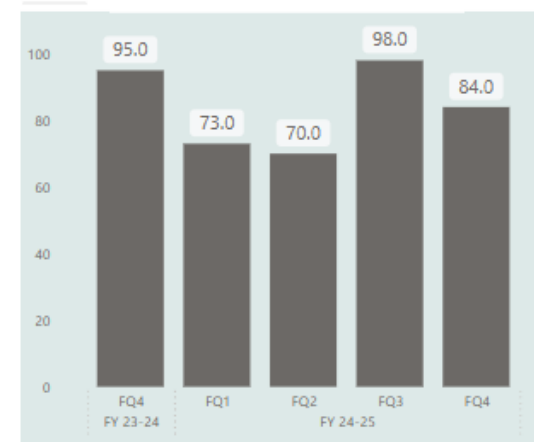
The proportion of older people (65+) who were still at home 91 days after discharge from hospital
High is good

92.0%



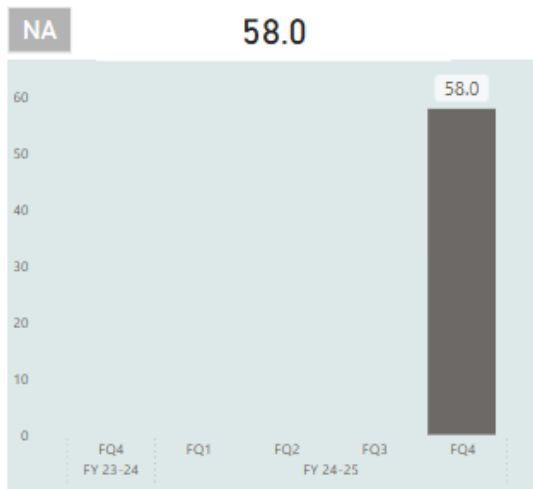
Total number of new carers registered with Bury Carers' Hub
NA

84.0



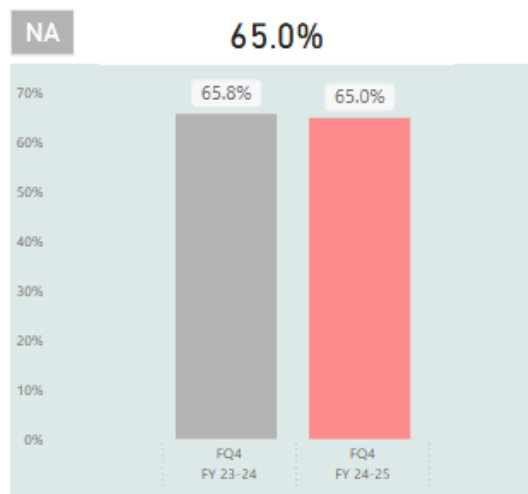
Number of people trained in the progression model
High is good

58.0



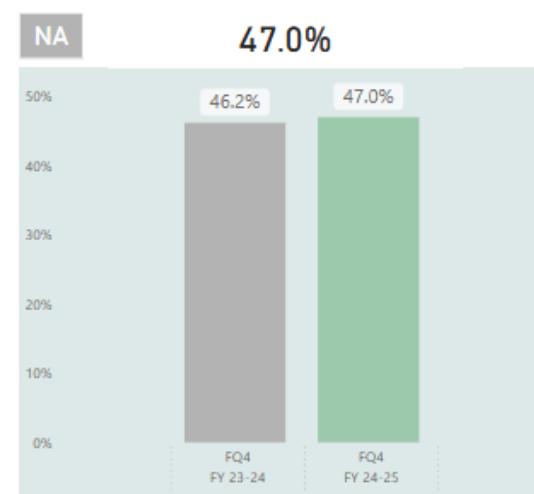
The proportion of people and carers who use services who have found it easy to find information about services and/or support

65.0%

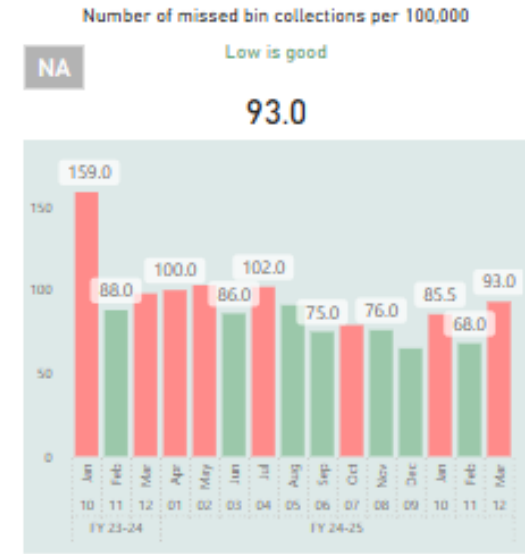
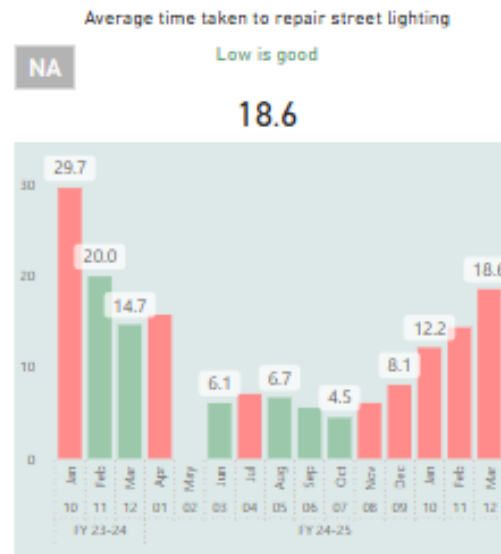
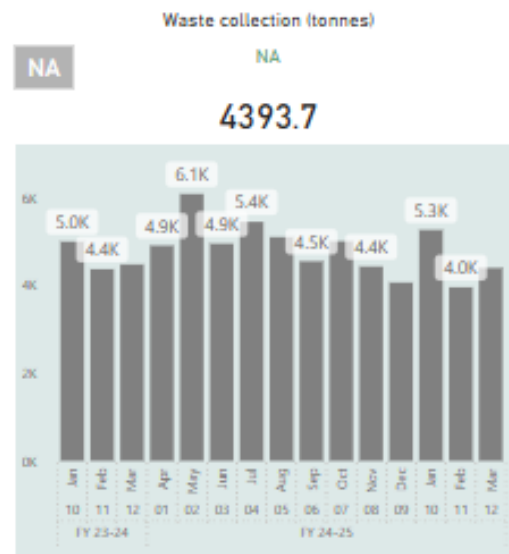
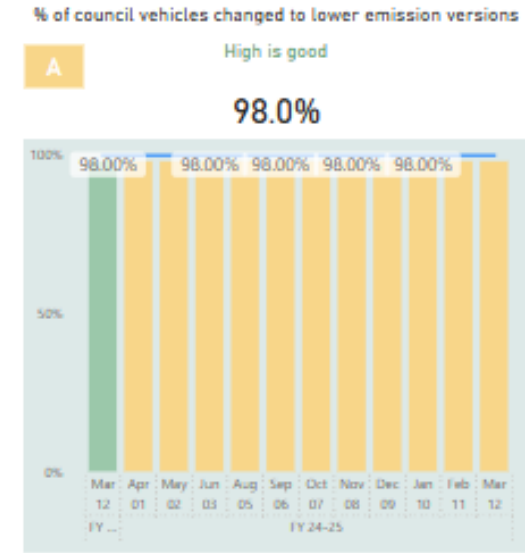
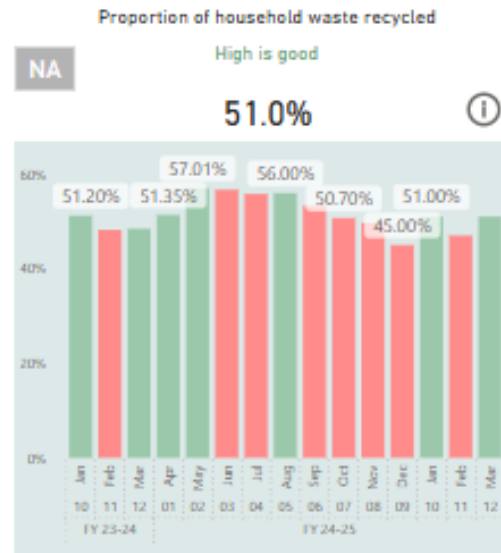
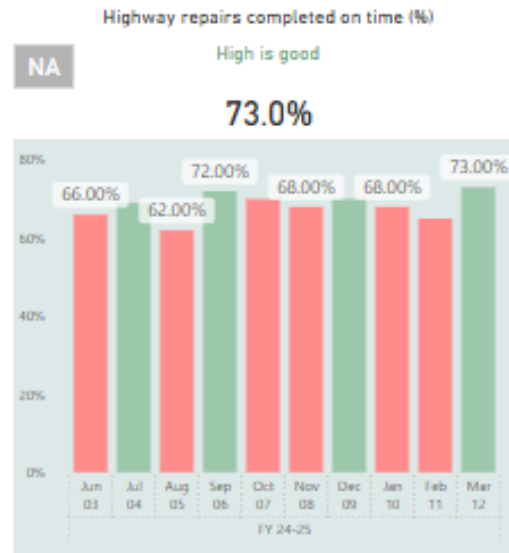


The proportion of people who use services, who reported that they had as much social contact as they would like
High is good

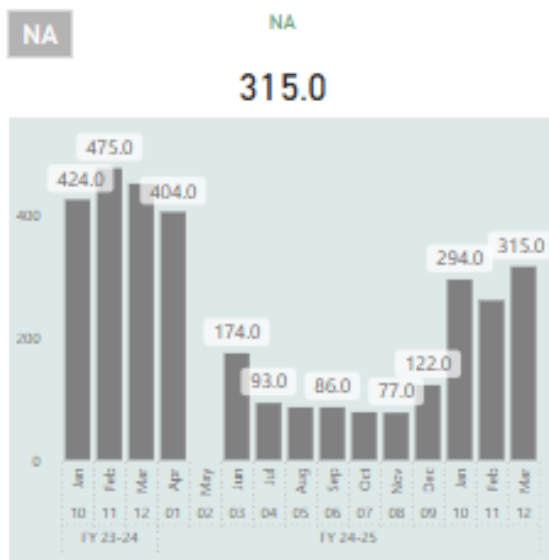
47.0%



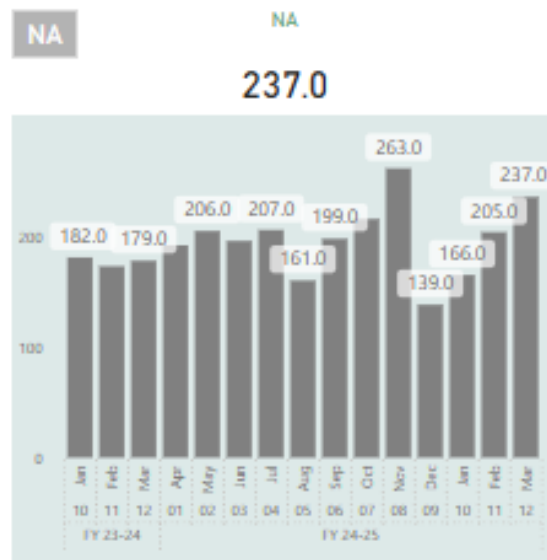
Operations



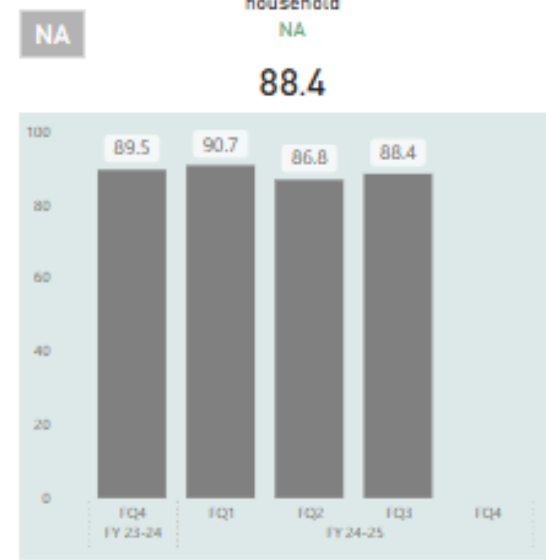
Number of potholes reported



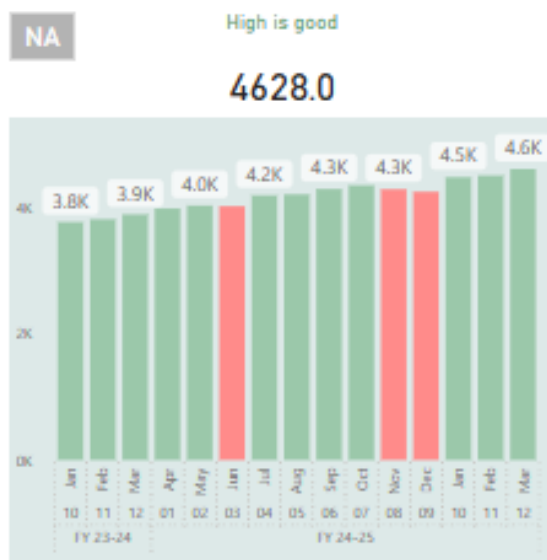
Number of licensing applications processed



The amount (tonnes) of residual household waste per household



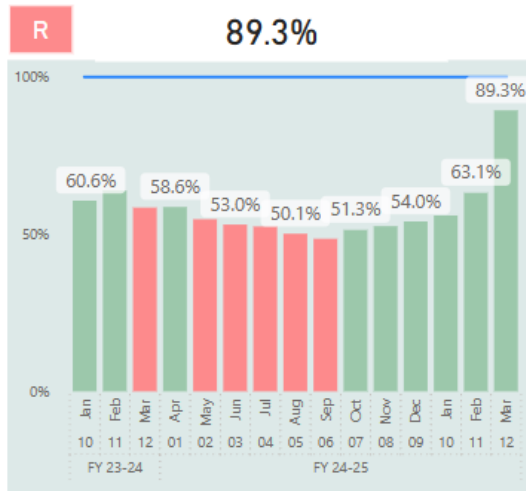
Number of leisure memberships



Corporate Core

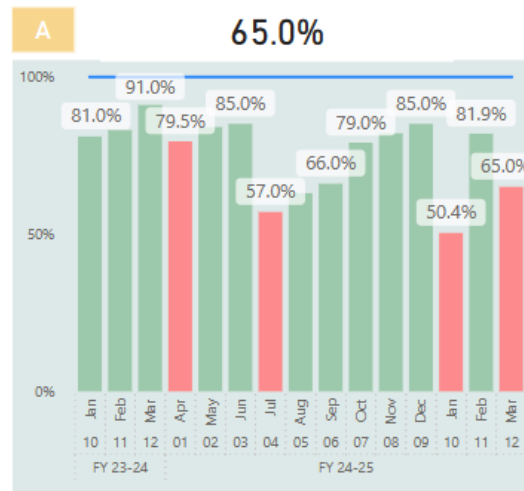
% annual PDRs completed in previous 12 months (Bury Council)

High is good



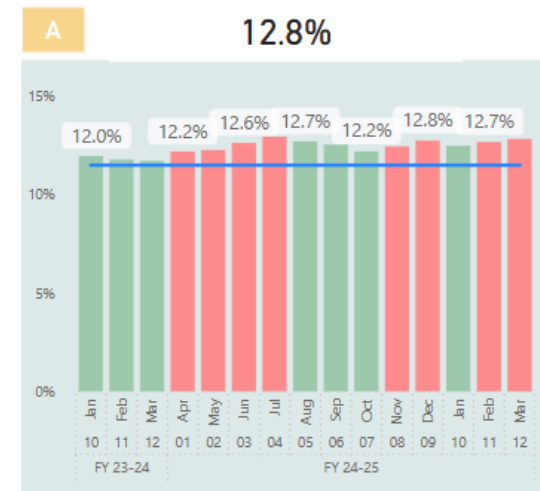
% of FOIs completed on time (Bury Council)

High is good



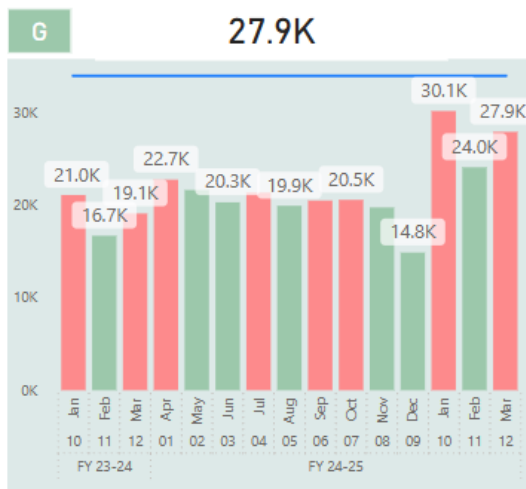
% Staff turnover (Bury Council)

Low is good



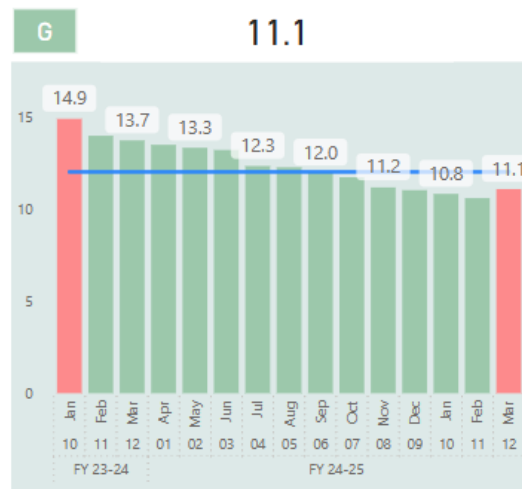
Contact centre – number of contacts received

Low is good



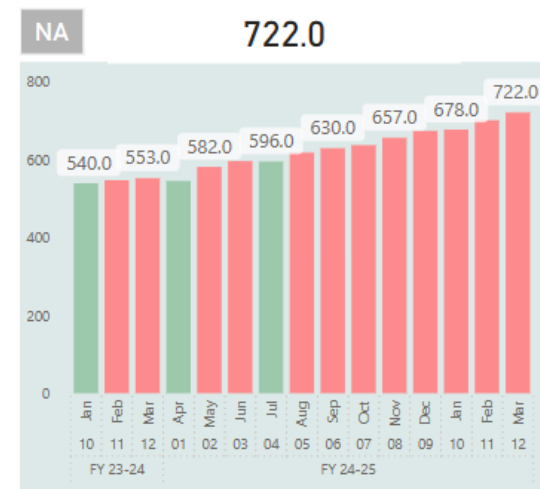
Sickness absence: average number of days lost per FTE per year (Bury Council)

Low is good

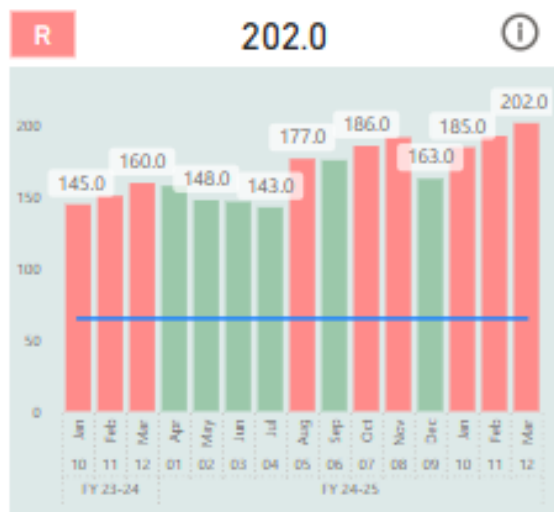


Average waiting time on housing register (all applications) (snapshot)

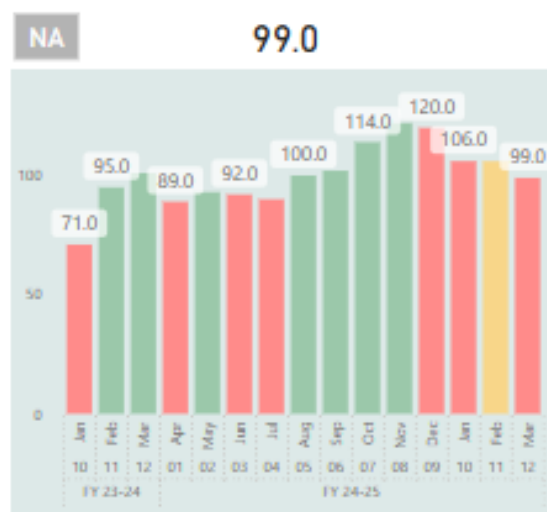
Low is good



Number of households in temporary accommodation on last day of the month
Low is good



Number of rough sleepers currently being supported
High is good



Commentary

Inclusive Growth:

- More planning applications were approved this year compared to last.
- Bury's claimant count has improved since its peak in Quarter Three. This is impacted by a variety of elements, only some of which the Council can control.
- 73% of highway repairs were completed on time during March, the highest rate achieved of the financial year.
- The number of missed bins has improved since the peak in January 2023. The year end position (93 per 100,000) is not the lowest of the year due to negotiating off road locations.
- Average waiting time on the housing register for Bury has continually increased over the year, averaging at 722 days at year end. This rise is due to a rise in demand for social housing due to multiple influences including increases in private rents making private renting unaffordable (particularly for those reliant on benefits) and changes to the availability of private rented properties due to the forthcoming changes in the Rents Reform Bill and increases in asylum applications.

Children and Young People:

- The percentage of children accessing the 2 year take up of free childcare has reduced, this could be due to introduction of the working entitlement in April 2024 for parents of 2-year-olds.
- A greater proportion of pupils in a Bury school have an EHCP than last year, this increase in demand will have affected capacity to issue them on time (94 % issued within 20 weeks).
- By year end Bury had a higher rate of Child Protection Plans but lower rate of CLA per 10,000 children.

Tackling Inequalities:

- Despite demand challenges, Adult Social Care service have seen great progress in continued reduction in waiting lists over the year dropping from well over 100 people waiting to see a social worker this time last year to just 66 at the end of Quarter Four.
- In Quarter Four Adult Social Care saw a small but anticipated increase in days waiting for assessment following the Christmas period. This was quickly resolved in the following months and maintained the positive performance standing with Bury remaining 3rd in Greater Manchester for this measure.
- The proportion of older people (65+) who were still at home 91 days after discharge from hospital was 92% for Quarter Four of 2024-25, a great improvement on the 84% proportion reported at the beginning of the financial year.
- Continued rise in the number of leisure memberships, now at over 4,600, 18% increase from March 2023.

Enabling Actions:

- Bury Council has made a vast improvement in the proportion of staff with a completed annual performance development review (PDR). Reported at 89.3% by year end, an increase of 30%.
- The increase in customer contacts reported over Quarter Four is due to the integration of housing services contacts into the calculation.

Appendix Four: Corporate Plan 2025/26 Objectives and Milestones

Council Priority	Objective	Quarter 1 (Apr, May, Jun) Milestones	Quarter 2 (Jul, Aug, Sep) Milestones	Quarter 3 (Oct, Nov, Dec) Milestones	Quarter 4 (Jan, Feb, Mar) Milestones
Sustainable Inclusive Growth	Delivery of the All Age Work and Skills Strategy and Action Plan	<ul style="list-style-type: none"> • Signed off at Cabinet in April 2025. • Launched in June 25 at the Bury Means Business B2B Business networking event. 	<ul style="list-style-type: none"> • Action plan/Delivery Plan shared and agreed with delivery partners. • Delivery commenced and recorded. 		<ul style="list-style-type: none"> • Annual review against plan and plan for 2026/27.
Sustainable Inclusive Growth	Agree a Local Plan in context of Places for Everyone	<ul style="list-style-type: none"> • Consultation on draft Local Plan (ending 12 May). • Commence analysis of consultation responses. 	<ul style="list-style-type: none"> • Finalise analysis of consultation responses. • Continue to strengthen evidence base. • Amend Local Plan as necessary. 	<ul style="list-style-type: none"> • Publication of Local Plan (Reg 19) to Cabinet. • Commence consultation on Publication Local Plan. 	<ul style="list-style-type: none"> • Compile all necessary information for submission of the Local Plan to Secretary of State.

Sustainable Inclusive Growth	Delivery of a new Housing Strategy	<ul style="list-style-type: none"> • Pipeline of residential sites baselined internally and externally. • Neighbourhoods team training refreshed on tenancy sustainment and prevention of tenancy failure. • Recommencement of Pathfinder project - (reactive enforcement) re civil penalties against rogue landlords. 	<ul style="list-style-type: none"> • Internal and external funding attracted to support derisking of council owned sites and the capital works of the former STH estate. • Acquisitions of properties for affordable housing. • Options for family temporary accommodation scoped further. • Tender of Huntley House and Silver Street closed and accommodation with support mobilised. • Family leasing service reviewed with consideration given to option to adopt internal model . • Actions identified from Independent Living Offer and Sheltered and Extra Care Schemes reviews implemented. 	<ul style="list-style-type: none"> • Acquisition and disposal of properties and sites from/to external Registered Providers or Developers supported. • Development programme for Estate Renewal (former STH estate) agreed internally. • Review report of Pathfinder Project. 	<ul style="list-style-type: none"> • Acquisitions and disposal of properties and sites from/to Registered Providers or Developers on active schemes completed. • Arms length input to Housing Services on agreed Estate renewal programme (former STH estate), procuring contactors as required. • Evaluation of Huntley House and Silver Street temporary accommodation. • New family temporary accommodation service mobilised. • Mobilisation of internal family leasing scheme.
Sustainable Inclusive Growth	Construction of Radcliffe High School, Civic Hub and redevelopment of Radcliffe Enterprise Centre and Market Chambers	<ul style="list-style-type: none"> • Design of access package to Radcliffe High School complete. • Construction of access package commenced. 	<ul style="list-style-type: none"> • Access package to Radcliffe High School complete 		

Sustainable Inclusive Growth	Progress Bury Town Centre Masterplan projects; NORA (Northern Rock Area), Millgate refurbishment, Indoor Market, Chamberhall Phase 2	<ul style="list-style-type: none"> • Millgate refurbishment programme agreed by Joint Venture board. • Adoption of 2025/26 business plan for Millgate asset. • Procurement of Ramsbottom market operator started. • All original roof panels of the Outdoor Market will be removed to make way for the new Canopy roof. 	<ul style="list-style-type: none"> • Seek to secure agreement with investor around Chamberhall Phase 2 Masterplan and delivery strategy exercise complete for NORA. • Final option for indoor market proposed at Cabinet. • New operator for Ramsbottom Market to be announced. 	<ul style="list-style-type: none"> • Outdoor Market Canopy one up and watertight. • Millgate mall refurbishment commences. • Refurbishment of Minden House commences. 	<ul style="list-style-type: none"> • Flexihall operator appointed. • Outdoor Market Canopy one to be completed mid-Feb. • Sub structure for the Flexihall completed. • External works early March.
Sustainable Inclusive Growth	Deliver Prestwich Phase 1	<ul style="list-style-type: none"> • Travel hub under construction • Agree funding strategy (JV board) for phase 1b (public realm). 	<ul style="list-style-type: none"> • Baseline operations management plan for travel hub. • Funding strategy approved by Council for phase 1b • RIBA Stage 4 design commences. • Reserved matters planning submission for phase 2. 		<ul style="list-style-type: none"> • Activate operations management plan for travel hub. • Enabling works for phase 1b commence. • RIBA Stage 4 design for housing commences.
Sustainable Inclusive Growth	Develop & deliver township development plans for Whitefield & Ramsbottom	<ul style="list-style-type: none"> • Develop project plans for both towns. • Deliver quick win projects such as community and business engagement. 	<ul style="list-style-type: none"> • Deliver priority projects identified in Q1 more detail to follow. 	<ul style="list-style-type: none"> • Deliver priority projects identified in Q1 more detail to follow. 	<ul style="list-style-type: none"> • Deliver priority projects identified in Q1 more detail to follow.
Sustainable Inclusive Growth	Progress the Northern Gateway scheme: establish MDC; Western Access OBC and first-phase planning	<ul style="list-style-type: none"> • Northern Gateway MDC consultation. • Receipt of planning applications for part of the Northern Gateway. 	<ul style="list-style-type: none"> • Planning application processing underway 	<ul style="list-style-type: none"> • Northern Gateway MDC established. 	<ul style="list-style-type: none"> • Target period for determination of planning application.

Sustainable Inclusive Growth	Continue to deliver the Local Transport Strategy including Bury Interchange improvements, the Highway Improvement Strategy and the Active Travel Programme	<ul style="list-style-type: none"> • Interchange Phase 1 Southern Access: RIBA stage 3 design (spatial coordination) complete. • ATF2 - Fishpool & Pimhole Active Neighbourhood - construction complete. • MCF Tranche 5 - Fishpool & MCF Tranche 6 Pimhole - construction started. • CRSTS SfA - Radcliffe Phase - construction underway. • Continue to deliver HIS3 	<ul style="list-style-type: none"> • Interchange Phase 1 Southern Access: Planning application approved. • MCF Tranche 5 - Fishpool & MCF Tranche 6 Pimhole - construction underway. • CRSTS SfA - Radcliffe Phase - construction underway. • Continue to deliver HIS3. 	<ul style="list-style-type: none"> • Interchange Phase 1 Southern Access: Contract award. • MCF Tranche 5 - Fishpool & MCF Tranche 6 Pimhole - construction underway. • CRSTS SfA - Radcliffe Phase - construction underway. • Continue to deliver HIS3. 	<ul style="list-style-type: none"> • Interchange Phase 1 Southern Access: Start of works on site. • MCF Tranche 5 - Fishpool & MCF Tranche 6 Pimhole - construction underway. • CRSTS SfA - Radcliffe Phase - construction underway. • Continue to deliver HIS3.
Sustainable Inclusive Growth	Develop Annual Sustainability Plan and progress Climate Change Strategy including town centre heat network and the EV Charging point network	<ul style="list-style-type: none"> • Town Centre Heat Network Final feasibility report reviewed and agreed. • Climate Change Officer recruited. • Options appraisal to identify City Region Sustainable Transport Settlement (CRSTS) funding opportunities commenced. 	<ul style="list-style-type: none"> • Heat network funding opportunities explored to progress to design stage of project. • GMCA procurement for EV ChargePoint contractor supported. • Strategy for EV infrastructure growth in Bury devised. 	<ul style="list-style-type: none"> • Outline business case & development project design stage commenced for town centre heat network. • Work with GMCA regarding processing EV ChargePoint contractor continued. 	<ul style="list-style-type: none"> • Procurement opportunities explored for heat network to progress to outline business case & development project design stages. • Work with GMCA regarding processing EV ChargePoint contractor continued.
Sustainable Inclusive Growth	Support implementation of flood defence scheme by Environmental Agency	<ul style="list-style-type: none"> • Electricity North West (ENW) phase 1 diversion works commence. 	<ul style="list-style-type: none"> • Electricity North West (ENW) phase 2 diversion works commence. 	<ul style="list-style-type: none"> • Electricity North West (ENW) phase 1 and phase 2 diversion works complete. 	<ul style="list-style-type: none"> • Main works on Hardys Gate bridge and flood gates commences in February (subject to Electricity North West works being completed on time).

Improving Children's Lives	Progress the SEND Improvement Journey (inc. free special schools)	<ul style="list-style-type: none"> • 2nd DfE Stocktake Review for SEND Improvement completed. • Millwood Special School Wing - Procurement exercise for contractor completed. 	<ul style="list-style-type: none"> • Millwood Special School wing contractor on site, with work continuing through the rest of the year. 	<ul style="list-style-type: none"> • Annual Regional Sector Led Improvement peer challenge process begins - self-evaluation completed 	
Improving Children's Lives	Continue the transformation of the Pupil Referral Unit offer	<ul style="list-style-type: none"> • Initial technical review of Wellington Road site completed. • Delivery, installation and fitout of the Whittaker Street PRU modulars completed. 	<ul style="list-style-type: none"> • Pupil Referral Unit moved into Whittaker Street interim site. • Phase 1 of environmental and feasibility surveys completed. 	<ul style="list-style-type: none"> • Procurement of Consultants on a Design and Build approach to RIBA 3. • Concept designs, spatial coordination, planning application completed, working with key stakeholders to develop school building and site. 	<ul style="list-style-type: none"> • Confirm site constraints and pre-condition planning requirements from Statutory Consultees i.e. Environment Agency.
Improving Children's Lives	Progress the Children's Social Care Improvement journey: embed family safeguarding; develop commissioning strategy and workforce development	<ul style="list-style-type: none"> • Osted Annual Conversation process completed. • Inspecting Local Authority Children's Services (ILACS) inspection completed (date tba). • Work with Sector Led partner (LCC) on embedding the Family Safeguarding model completed. 	<ul style="list-style-type: none"> • Revised commissioning function in place for Children's Services. 	<ul style="list-style-type: none"> • Annual Regional Sector Led Improvement peer challenge process begins - self-evaluation completed 	
Improving Children's Lives	Establish an Education and Inclusion Strategy	<ul style="list-style-type: none"> • Education and Inclusion strategy completed 	<ul style="list-style-type: none"> • Education and Inclusion strategy launched 		

Improving Children's Lives	Agree a multi-agency plan in response to the social care reforms, outlined in Keeping Children Safe, Helping Families Thrive and the Children's Wellbeing and Education Bill	<ul style="list-style-type: none"> • Chesham Fold Children and Family Hub/spoke refurbishment completed. • Scope proposed long-term estate approach to family hubs in Radcliffe, East Bury and Whitefield. 	<ul style="list-style-type: none"> • Develop a proposal to the social care reform. • Chesham Fold spoke family hub provision opened • Long-term estate options for Radcliffe, East Bury and Whitefield confirmed, and plans developed for delivery. 		<ul style="list-style-type: none"> • Finalise approach to implementation of the social care reforms.
Tackling Inequalities	Deliver the Bury Locality Plan update for health and care transformation in the Borough	<ul style="list-style-type: none"> • Development of prevention framework. • Secure sustainable funding for Live Well. • Substance Misuse needs assessment. 	<ul style="list-style-type: none"> • Redevelopment and relaunch of bury directory (digital offer). 	<ul style="list-style-type: none"> • Tobacco control plan refresh Sexual Health Needs assessment. 	<ul style="list-style-type: none"> • Pharmacy needs assessment Substance Misuse needs assessment, Working Well evaluation.
Tackling Inequalities	Develop health inequalities strategy and deliver Adult Social Care Plans	<ul style="list-style-type: none"> • Extra care, dementia and ageing well strategies signed off. 	<ul style="list-style-type: none"> • Deliver adult social care prevention strategy, as a sub section of the prevention framework. • Develop annual Commissioning plans for extra care, dementia and ageing well. 	<ul style="list-style-type: none"> • Procurement of supported living services. 	<ul style="list-style-type: none"> • Award contracts for supported living services and implement. • Delivery of 3-year strategy for Learning Disabilities.
Tackling Inequalities	Accelerate development of the Bury neighbourhood model, in context of GM Live Well approach, including economic inactivity trailblazer pilot	<ul style="list-style-type: none"> • Response to GM Live Well pilot proposal • Bury Live Well exemplar workshops conducted • Agreement of specific location for flagship Live Well centre in the borough 	<ul style="list-style-type: none"> • GM Live Well solution developed for Bury Live Well voluntary sector funding utilisation plan agreed. • Economic Inactivity Test and Learn - 1st test cohort goes live 	<ul style="list-style-type: none"> • Live Well component of neighbourhood-based estate strategy developed. • Economic Inactivity Test and Learn - Further cohorts delivered. 	<ul style="list-style-type: none"> • GM Live Well proposition implemented in Bury Flagship Live Well centre in operation, driving place-based working • Economic Inactivity Test and Learn - Wrap

		<ul style="list-style-type: none"> • Economic Inactivity Test and Learn - Workshops underway to develop placed based test and learn for the Economic Inactivity Pilot linked to Live Well. • Bury submission to GMCA complete. 	<ul style="list-style-type: none"> • based at Bury Football Club. • Further cohorts commissioned via VCFA networks. (Procurement process) 		<ul style="list-style-type: none"> • up pilot cohorts and evaluation and end of pilot report.
Tackling Inequalities	Update the anti-poverty action plan and evaluate impact	<ul style="list-style-type: none"> • Approval and sign off of Resolve Poverty proposal on support with new Let's Tackle Poverty strategy for 2026/30 • Sign off and commencement of HSF 2025/26 plan including preventative pilot schemes. • Commencement of first stage of Resident Access Plan, with pilot surgeries beginning in borough localities. • Phase 2 of Revenues and Benefits restructure - building face to face provision into core service delivery model. • Approval and recruitment of managerial support for Let's Tackle Poverty work. 	<ul style="list-style-type: none"> • Commencement of work with Resolve on new strategy including outreach work and information gathering from key stakeholders and residents on impact of previous and current work and improvement areas. • Approval of new Collection and Support structure (formerly Revs and Bens) and start of the permanent support and advice presence in borough localities - Prestwich, Bury, Radcliffe and Ramsbottom and drop-in surgeries at additional, key sites and areas. • Commencement of preventative pilot schemes via HSF funding. 	<ul style="list-style-type: none"> • Winter Welfare drive to ensure vulnerable residents are fully supported over the winter months - utilising HSF support along with focused drive on core delivery of benefits, welfare support, discretionary housing payments, warm hubs and winter wellness packs. • Approval of final Let's Tackle Poverty Strategy 2026/30 sought and obtained. 	<ul style="list-style-type: none"> • Implementation of Let's Tackle Poverty Strategy 2026/30. • Completion of HSF 2025/26 ensuring all funding exhausted and assessment of impact. • Review of Resident Access Plan including impact assessment and improvement / development opportunities for 2026/27.

Tackling Inequalities	Develop the Wellness strategy: leisure business case and deliver the Green Flag Parks Programme and Green Spaces Strategy	<ul style="list-style-type: none"> • Investment strategy for wellness strategy agreed aligning to neighbourhood working and LET's strategy. • Governance structure for wellness strategy and service agreed. • Top Park 3G - pavilion and play area contract completion and tree planting/landscaping. • Maintain 15 Green Flag Sites (13 Parks and 2 Cemeteries) . • Leisure - feasibility work ongoing. 	<ul style="list-style-type: none"> • Agreement to a sustainable finance model for the Wellness service Operational Model. • Top Park 3G - official opening, community use agreement/group, lease and business plan. • Leisure - cabinet report on the future of bury leisure • Maintain 15 Green Flag Sites (13 Parks and 2 Cemeteries). • Consider Findings of the Open Spaces Sport and Recreation Audit to identify priorities (Accessibility, Quantity and Quality) . 	<ul style="list-style-type: none"> • Preparation for implementation of wellness service. • Top Park 3G performance monitoring and inspection. • Leisure - implement and progress decision from cabinet report: Green Flag Mystery Shop Judging across sites but aiming for 50%: Further consideration of Open Spaces Sport and Recreation Audit to Greenspaces Priorities. 	<ul style="list-style-type: none"> • New finance sustainable model for the Wellness Service Operation Model live. • Top Park 3G - complete defects, final accounts/grant draw down. • Implement Green Flag Mystery Shop Improvements and Feedback (Dates TBC). • Look to establish key strategic priorities for Greenspaces .
Tackling Inequalities	Delivering the Culture Strategy through the Community Culture Fund, the annual co-created events programme and repairing the Bury Art Gallery and Ramsbottom Library roofs	<ul style="list-style-type: none"> • Scoping out community culture fund via UKSPF investment as well as events programme for 2025/26. • Finalising governance and process to disseminate. 	<ul style="list-style-type: none"> • Go live with community culture fund. • BAM - roof contractor appointed through procurement frameworks. • RAMLIB - roof repair complete. 	<ul style="list-style-type: none"> • Community culture fund launched. • BAM - roof repair commences. • UKSPF Culture Community Grants. 	<ul style="list-style-type: none"> • Final reporting and case studies for the Bury Culture Community Fund.
Tackling Inequalities	Implement the New Community Safety Plan	<ul style="list-style-type: none"> • CSP Delivery plan agreed for 3-year period. • Keeping Town Centres Safe This Summer plan agreed. 	<ul style="list-style-type: none"> • Commissioning of domestic abuse safe accommodation led by CSP. 	<ul style="list-style-type: none"> • Serious violence duty needs assessment refreshed. • Update on delivery presented to Overview and Scrutiny. 	<ul style="list-style-type: none"> • Refreshed Bury Domestic Abuse Strategy. • CSP Annual delivery plan reviewed.

Tackling Inequalities	Deliver on plans to improve social housing, including decarbonisation and increase tenant satisfaction	<ul style="list-style-type: none"> • Neighbourhoods team training refreshed on tenancy sustainment and prevention of tenancy failure. 	<ul style="list-style-type: none"> • Submit Social Housing Decarbonisation Fund wave 3 bid to GMCA • Establish understanding of current quality & efficiency of delivery of repairs service • Systems in place to ensure tenant voices can influence decision making 	<ul style="list-style-type: none"> • Procurement of delivery partners completed for SHDF. • Start programme of work for SHDF. • Actions identified from Independent Living Offer and Sheltered and Extra Care Schemes reviews implemented. 	<ul style="list-style-type: none"> • Complete programme of work for SHDF. • Annual capital housing stock investment programme delivered. • Review of repairs service complete. • Housing asset management strategy finalised for 2026 onwards. • Evidence of outcomes from enabling tenant voice within decision making.
Enabling Actions - Financial Sustainability	Delivery of MTFS Savings and develop 2026/27 MTFS	<ul style="list-style-type: none"> • Budget holder sign-off facilitated for the content of their 2025/26 budgets. • Methodology and scheduling agreed for the Zero-based Budget Review (ZBR). • 2024/25 outturn position reviewed to support MTFS refresh. • Financial performance including agreed savings reviewed monthly. 	<ul style="list-style-type: none"> • Report 2024/25 Outturn to July Cabinet. • ZBR reviews completed. • MTFS assumptions and impact on the forecast funding gap refreshed. • Budget proposals for 2026/27 developed. • Q1 2026/27 forecast position reported to September Cabinet. • Budget consultation approach agreed. 	<ul style="list-style-type: none"> • Cabinet engaged with regarding budget proposals to be taken forward to and presented at November Cabinet for decision alongside refreshed MTFS. • 2025/26 Q2 financial performance report presented to December Cabinet. 	<ul style="list-style-type: none"> • 2026/27 Budget recommendations presented to Overview & Scrutiny, Cabinet and Council. • 2025/26 Q3 financial performance reported to March Cabinet.
Enabling Actions - Financial Sustainability	Refresh of the Capital Programme	<ul style="list-style-type: none"> • Finalise out turn for 2024/25, presented at July cabinet and impact on 2025/26 programme identified 	<ul style="list-style-type: none"> • Zero based budget reviews complete. 	<ul style="list-style-type: none"> • Updated capital programme and capital strategy presented to cabinet in November for approval. 	<ul style="list-style-type: none"> • 2026/27 capital programme and capital strategy approved at cabinet and council in February.

		Capital Programme refreshed.			
Enabling Actions - Financial Sustainability	Production of a Commercial Strategy	<ul style="list-style-type: none"> • Draft commercial strategy developed to establish principles for commercial decisions considered. 	<ul style="list-style-type: none"> • Draft strategy informally shared with members for feedback. 	<ul style="list-style-type: none"> • Commercial Strategy presented at cabinet for approval. 	
Enabling Actions - Financial Sustainability	Improve strategic commissioning and procurement	<ul style="list-style-type: none"> • Procurement and commissioning group established, reporting to the Strategic Finance Board. • Procurement pipeline for the next 18 months published and new gateway process for procurement sign-off agreed. • New operating model for Procurement and Contract Management identified. 	<ul style="list-style-type: none"> • Procurement and Contract Management new operating model implemented. • Programme of content review activity agreed and progressed, linking to delivery of agreed contract savings and aligning with initial outcomes of ZBR. 	<ul style="list-style-type: none"> • 2025/26 savings delivered. 	<ul style="list-style-type: none"> • 2025/26 savings fully delivered • Further 2026/27 pipeline and strategic contract review priorities updated.
Enabling Actions - Financial Sustainability	Deliver finance restructure and improvement plan	<ul style="list-style-type: none"> • Consultation on phase one of finance restructure complete and final structure agreed. • Recruitment commenced. 	<ul style="list-style-type: none"> • Recruitment conducted Phase 2 restructure consultation commenced. 	<ul style="list-style-type: none"> • Outcomes of phase 2 consultation considered, finalising structure. • Additional recruitment for phase 1 complete, if required. 	<ul style="list-style-type: none"> • Implementation of phase 2 restructure.

Enabling Actions - Workforce, Culture & Inclusion	Develop HR Service Improvement plan	<ul style="list-style-type: none"> • Service demand analysis completed, and urgent resource request/s submitted. 	<ul style="list-style-type: none"> • Service improvement plan draft - with short term and long-term resource proposals - stakeholder engagement. • Work to commence on urgent activity. 	<ul style="list-style-type: none"> • Final plan approved with budget and workplan agreed. • Commence sourcing additional capacity/capability and workplan delivery. 	<ul style="list-style-type: none"> • Backfill internal movement and review first phase of activity.
Enabling Actions - Workforce, Culture & Inclusion	Deliver the Inclusion Strategy	<ul style="list-style-type: none"> • Form a women and girls forum for Bury. • Staff disability network re-launched. 	<ul style="list-style-type: none"> • Equality monitoring questions standardised. 	<ul style="list-style-type: none"> • Workplace adjustment process in place. • Equality Impact Assessment (EIA) process refreshed incorporating the impact on health inequalities (in partnership with Public Health). 	<ul style="list-style-type: none"> • Becoming an anti-racist organisation senior champions, training and internal reciprocal mentoring programme in place.

Enabling Actions - Workforce, Culture & Inclusion	Quarterly OD programme to embed LETS principles	<ul style="list-style-type: none"> • Launch of LET'S refresh brochure through Team Bury and partners. Update Bury internet and Intranet pages with updated content. • Launch of community clean up dates over the summer. • Launch of new staff network group Bury Shakers. • Launch of new induction portal. • New Local staff award winner video launched. 	<ul style="list-style-type: none"> • New Enterprise staff award winner video launched. • Host staff wellbeing, reward and benefits day. • Focus on apprenticeships and development through drop-in session and SLT engagement from OD team. • Launch of the LET'S do it brilliantly awards nomination process. 	<ul style="list-style-type: none"> • Delivery of team building events. • Staff focussed sessions over festive period. • Host LET'S do it brilliantly awards. • Annual staff survey takes place. 	<ul style="list-style-type: none"> • All staff celebration event held to showcase LET'S in action.
Enabling Actions - Workforce, Culture & Inclusion	Ensure continued compliance with PDRs, Mandatory Training and Service Planning inc. Health & Safety	<ul style="list-style-type: none"> • Launch of manager dashboards and collect feedback. • Annual health and safety report for 2024/25 published including progress against strategy actions, KPIs and review of all incidents. • H&S risk assessments documentation uploaded from all services. • Focus on employee reviews and mandatory 	<ul style="list-style-type: none"> • Move to cloud-based e-learning system, including comms package and drop-in sessions for staff. • Quarterly comms on compliance figure on employee reviews and mandatory training. 	<ul style="list-style-type: none"> • Quarterly comms on compliance figure on employee reviews and mandatory training. • Comms push on employee reviews and mandatory training. 	<ul style="list-style-type: none"> • Quarterly comms on compliance figure on employee reviews and mandatory training. • Produce end of year performance report.

		training inc Learning at work week.			
Enabling Actions - Transformation	Implementation of the Digital Strategy	<ul style="list-style-type: none"> • Draft iteration of digital strategy developed. 	<ul style="list-style-type: none"> • Digital strategy produced, signed off and published. 		
Enabling Actions - Transformation	Delivery of the Unit 4 Upgrade and change plan	<ul style="list-style-type: none"> • Unit 4 detailed programme plan and Bury capacity requirements signed off through the programme governance arrangements. (Assurance reporting to both Performance, Delivery and Transformation and Strategic Finance Boards) Phase 1 of the finance restructure implemented. 	<ul style="list-style-type: none"> • Phase 2 of new Finance Structure developed for consultation, informed by the Unit 4 upgrade transformation programme. • Delivery of the Unit 4 upgrade tracked against agreed milestones. 	<ul style="list-style-type: none"> • Delivery of the Unit 4 upgrade tracked against agreed milestones. 	<ul style="list-style-type: none"> • Delivery of the Unit 4 upgrade tracked against agreed milestones.

Enabling Actions - Transformation	Confirm the Council's Corporate Estate Plan	<ul style="list-style-type: none"> • Completion of single reconciled estate asset register. • Consolidation of the council's property function within the new Place Directorate. • Estates Integrated Land & Property / Facilities Management team. 	<ul style="list-style-type: none"> • Complete COPE data collection and surveying. • Baseline first draft corporate estates policy. • Complete early-stage design and business case for Bury Town Hall refurbishment. 	<ul style="list-style-type: none"> • Baseline corporate property protocols. 	
Enabling Actions - Transformation	Increase community engagement and cohesion through the new VCFA SLA	<ul style="list-style-type: none"> • Commence monitoring of 2025/26 SLA. • Soft launch of Bury Fund as single investment programme. • Development of cohesion activity within CSP round table discussions. • Localised activity around volunteer's week. 	<ul style="list-style-type: none"> • Final agreement of Memorandum of Understanding between VCFSE sector and public services. • Promotion of and engagement through cohesion anchor events including Collabor8, fringe events at Bury Mela and Bury Pride; community stage at GlastonBury. • Engagement through joint patrols within Keeping Town Centres Safe at Summer activity. 	<ul style="list-style-type: none"> • Co-operative Council Innovation Network Policy Lab delivery with GMCA on youth voice in conjunction with GMCA led Gather Movement activity. Refreshed Bury Hate Crime Strategy. 	<ul style="list-style-type: none"> • Localised activity for Greater Manchester Hate Crime Awareness week.

Appendix Five: Corporate Plan 2025/26 Key Performance Indicators

Sustainable Inclusive Growth

- Annual Housing completions boroughwide
- Number of housing units completed in the borough which are affordable
- % Housing completions on brownfield land boroughwide
- Number of EV charging points
- Number of air quality monitoring stations breaching nitrogen dioxide targets
- Total CO2 emissions produced within the borough
- Total CO2 emissions resulting from council operations
- % of street lighting converted to LED
- Energy efficiency of housing
- Claimant Count
- EET
- UK Business Counts
- Job Density
- Jobs by Industry
- Digital skills and access

Improving Children's Lives

- Number of children in Bury schools with an EHCP
- % of EHCP plans issued on time (within 20 weeks)
- New EHCPs issued in the last 12 months
- Refusal rate for new EHCPs
- Rate of permanent exclusions
- Rate of CLA per 100,000
- Rate of CPP per 100,000
- Rate of open CIN per 10,000
- Rate of referrals per 10,000
- Re-referrals children with a previous referral within 12 months of their latest referral
- % current frontline social workers who are agency workers

Tackling Inequalities

- Economic Inactivity
- How safe do you feel when out in your local area – GM Crime Survey
- % of residents who are confident that they could get help from GMP in an emergency – GM Crime Survey
- % of residents who feel their community is a place where people from multiple backgrounds get along – GM crime
- Number of grants awarded through the Community Culture Fund
- Average waiting time on housing register
- Number of rough sleepers currently being supported
- Number of statutory homeless cases open

- Number of households in temporary accommodation
- Social Housing Improvement
- Vaccinations – priority groups
- 2.5 year checks
- Waiting time for ASC needs assessment
- % of adult social care providers rated good or outstanding
- IAPT waiting times % 6 weeks or less from referral
- Smoking Prevalence in adults (18+) - current smokers (APS) (1 year range)
- Percentage of physically active adults
- Percentage of physically active children and young people
- Overweight (including obesity) prevalence in adults (18+ yrs)
- Reception: Prevalence of overweight (including obesity)
- Year 6: Prevalence of overweight (including obesity)
- MMR for two doses (5 years old)
- Under 75 mortality rate from all circulatory diseases (Persons, 1 year range) (Directly standardised rate per 100,000, includes heart disease and stroke)
- Under 75 mortality rate from liver disease
- Cancer screening coverage: cervical cancer (aged 50-64)
- Cancer screening coverage: bowel cancer
- School readiness: percentage of children achieving a good level of development at the end of Reception
- Number of children in relative low-income families (under 16s)

Enablers

- % savings delivered
- Underspend in year
- Forecast funding gap MTFS
- % Council Tax Collected
- % Business Rates Collected
- % PDRs completed
- % mandatory training completed
- H&S Assessment
- Sickness absence
- Staff turnover
- Total number of VCFA volunteers
- Pulse Survey
- Improvement in the borough rank within GM for digital connectivity based on the % of people over 16 who state they have not used the internet in the last 6 months or ever.
- GM Neighbourhood Floor Target - % of premises unable to access download speeds of at least 30 mbits/s



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 25 April 2025
Subject:	EOTAS (Education other than at School) Policy	
Report of	Deputy Leader and Cabinet Member for Children and Young People	

Summary

1. Between the 12th and 16th February 2024, Bury's Local Area Special Educational Needs & Disabilities (SEND) services were inspected by the Care Quality Commission (CQC) and Ofsted. The inspection team identified widespread, systemic failings in services and highlighted the challenge that we need to do more to improve the outcomes of children and young people with special educational needs.
2. The inspection identified 6 priority actions which Bury Council and NHS Greater Manchester ICB are jointly responsible for, along with 3 areas for improvement. As a result of the inspection outcome, the local authority has been issued with an Improvement Notice, and we will be subject to monitoring visits followed by a re-inspection in approximately 18 months.
3. Area for Improvement 2 from the Local Area SEND Priority Impact Plan states that Leaders across the partnership should continue to develop the range of suitable AP available to children and young people in Bury. Leaders should further embed the improved oversight of Alternative Provision (AP) and Education Otherwise than at School (EOTAS) packages in Bury. They should publish the refreshed policy for EOTAS, providing support so that this policy is clearly understood.
4. Section 61 of the Children and Families (CFA) Act 2014 sets out when a local authority can decide that a child or young person's special education provision can be made otherwise than at school, via an Education, Health & Care (EHC) Plan. A local authority can only do this in consultation with parents or young people if it is satisfied that it would be inappropriate for provision to be made at a school, post 16 or early years setting.

Recommendation(s)

1. Cabinet is recommended to review the Area SEND Inspection Report and the Local Area SEND Partnership Priority Impact Plan
2. Cabinet is asked to review the EOTAS policy and approve this for publication on the local offer and for local implementation.

Reasons for recommendation(s)

1. The policy has been developed considering legal requirements and co-produced with the parents and carers whom children and young people have

an identified EOTAS arrangement and amended based upon their recommendation.

2. The policy has been considered and approved by the SEND & Improvement Assurance Board (SIAB).

Alternative options considered and rejected

1. An EOTAS policy is required as part of the SEND Improvement Plan. There is not an alternative to publishing a policy.

Report Author and Contact Details:

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Position: Secondary Inclusion and Alternative Provision Lead / Head of SEND & Inclusion

Department: Childrens Services

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Background

There are currently 42 young people in Bury with Education Health and Care Plans who have EOTAS status and packages in place. In the year 24/25 £730,000 was allocated to personal budgets allocated to parents for the delivery of EOTAS packages.

The number of young people with EOTAS has increased over the past five years from 10 in 2020 to 42 at the current time. Approximately three quarters of these packages are for Year 11 and post16 learners with 50% post 16.

There is not currently an EOTAS policy in place in Bury and this policy has been developed to ensure clarity with regard to legal requirements and to address issues raised by the parents of EOTAS young people.

Processes and procedure have been amended to reflect the principles within the policy and ensure clear decision making and guidance of the development and review of packages in order to ensure young people receive a good quality of provision through the package and to ensure value for money.

Training has been provided to the SEND Assessment & Review Team, regarding EOTAS, Elective Home Education (EHE), and Section 19 to ensure legal compliance and that adequate support is provided.

Links with the Corporate Priorities:

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

The EOTAS policy links to the Bury Let's Do It strategy by:

Promoting the participation and inclusion of children and young people in their local community though a positive experience in their school life and being the best, they can be. The specification will actively seek to understand the barriers to a child and

young people disengaging or dropping out of school and addressing those needs so to overcome this.

Improving the life chances of the children and young people to be healthy, stay safe, enjoy and achieve and make a positive contribution in their social and economic wellbeing.

Preparing for adulthood by building self-confidence and raising aspirations for independence and employment.

Communities will be more connected, diverse and vibrant and will benefit from young people who are socially and economically active in their local area.

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](#).

A full EIA has been carried out identifying the likely characteristics and circumstances of children and young people this policy may impact. The policy has the flexibility to respond to specific needs and requirements when accessing and using the policy and therefore has only positive impacts and no negative 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)*

2. The policy aims to promote the use of local providers, based in, or close, to Bury as far as possible. This is intended to ensure young people's needs are met in provision as close to home as possible and to ensure reduced transport, thus reducing their carbon footprint and the cost of transport and travel.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
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Parental dissatisfaction with new policies and procedures	Policy has been co-produced with parents who have expressed satisfaction with this process. A ongoing parent forum is to be established once the policy is approved to ensure the feedback from parents is incorporated into practice on an ongoing basis.
Increased numbers of EOTAS requests due to dissatisfaction with other provision and/or lack of sufficiency	Processes in place for multi-agency consideration of requests to ensure that the legal threshold for EOTAS status is evidenced. Ongoing work with post 16 providers in order to increase range of provision available through registered providers and reduce demand on EOTAS post 16.
Increased cost of EOTAS packages	Policy provides greater clarity as to what the outcomes of packages should be in order to ensure positive outcomes and value for money. Increased monitoring and review of packages, including review by Education Psychological Service at transition points. Training provided to the EHCP Case Officers.

Legal Implications:

3. The EOTAS policy that is proposed complies with the law and demonstrates responsiveness to the areas of concern summarised in the OFSTED/CQC inspection.
4. The policy has been co-produced with parents and reflects a process of continuous discussion and consultation. Post implementation of the policy there is a proposed parent forum to continue the process of continuous discussion.
5. Section 61 Children and Families Act 2014 allows for special educational provision for children and young people for whom education at a school or post 16 institution is inappropriate. A Local Authority may arrange for any special educational provision that it has decided is necessary for a child or young person for whom it is responsible to be made otherwise than at school or a post 16 institution *only if satisfied that it would be inappropriate for the provision to be made there. Before doing so, the Authority must consult the child's parent or the young person (Section 61(2)-(3)).*
6. The policy complies with legislation, case law and the principles set out in the SEND code of practice (Chapter 1).

Financial Implications:

To be completed by the Council's Section 151 Officer.

7. There are no financial implications arising directly from the report.

Appendices:

Please list any appended documents.

EOTAS Policy

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
EOTAS	Education other than at School. Section 61 of the Childrens Act 2014 sets out that a local authority may grant EOTAS status where it is established that the provision in a young person's Education Health and Care Plan cannot be delivered in a school or post 16 institution.

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BURY COUNCIL
EDUCATION OTHERWISE THAN AT SCHOOL
(EOTAS)

Linked Policies and Guidance

Bury Council CME Policy, 2023
Bury Council EHE Policy, 2023
Bury Council Alternative Provision Directory
Bury Council Alternative Provision Guidance for commissioners
Department of Education Alternative Provision, Statutory Guidance, 2025
Bury Council Section 19 Policy 2023
Bury Council Personal Budget Policy
DfE Working Together to Safeguard Children 2023
DfE Keeping Children Safe in Education 2023
DfE Working Together to Improve School Attendance 2023
SEND Code of Practice

Content:

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2. What is EOTAS?
3. What is EHE?
4. What is Section 19?
5. Bury Councils Section 19 Process
6. The Legal Framework for EOTAS
7. Bury Councils EOTAS process
8. Arranging EOTAS Packages
9. Monitoring and reviewing EOTAS Packages
10. Personal Budgets
11. Transport
12. EOTAS and free school meals
13. EOTAS, Health and Connexions

Introduction

Bury Council is committed to ensuring that it fulfils its duties and responsibilities relating to the provision of education with a view to promoting high standards, ensuring fair access to educational opportunity, and supporting all children and young people to achieve their full potential. We aim to continue promoting collaborative working with children, young people and their families, taking into account their views and aspirations.

Bury Council is strongly committed to the principle that almost all children and young people should receive education by being in a school, educated by teachers and supported by social networks within the school community. Bury Council believes it is vital that children and young people are part of a setting that is inspected by Ofsted and has Quality Assurance measures in place, and only in exceptional circumstances would any other setting be considered.

The local authority recognises, that where it is agreed that a young person does require EOTAS, this will be because of exceptional circumstances and that the young person and family are likely to have experienced significant challenges regarding their education. In view of this the council is committed to working collaboratively with young people and their families to ensure that appropriate provision is made which addresses their needs as detailed in their education health and care plan and enable them to progress with their education.

What is EOTAS?

EOTAS means Education otherwise than at school. It can only be agreed in conjunction with the Local Authority via an Education Health Care (EHC) needs assessment, a reassessment of needs or at an annual review where it is proven that it would be inappropriate for provision to be made at school, a post 16 institution or an early years setting.

If it is agreed that a child or young person meets the legal threshold for EOTAS, they would not be on roll at a school or post 16 institution and the special educational provision would be provided through an EOTAS package.

An EOTAS package may include, but is not restricted to:

- Online schooling or Home tuition
- Other tuition centres
- Alternative Provision

What is EHE? (Elective Home Education)

Elective Home Education (EHE) is when a parent chooses not to send their child to school full-time but assumes responsibility for making sure their child receives a full-time education other than at school. EHE requires parents to take full responsibility for their child's education (including special education provision) including all associated costs (such as exam fees). When a young person becomes EHE, all funding from the local authority will cease. EHE is not the same as EOTAS.

What is Section 19?

Section 19 of the Education Act 1996 requires local authorities to make arrangements to provide “suitable education at school or otherwise than at school for those children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless such arrangements are made for them”.

In such circumstances the Education Health and Care plan would not be amended as provision is likely to be short-term and temporary with a view to reintegration to school. Full details can be found in Bury Councils Section 19 policy.

This is different from EOTAS as it is a temporary measure and a response to a specific circumstance.

Bury Councils Section 19 Process

Where the Section 19 duty is met due to a permanent exclusion being reported, the local authority will make provision from the sixth day. For secondary age young people provision will be made through the Pupil Referral Unit whilst for Primary Age young people, provision will be made through Alternative Provision.

Where a young person is unable to attend school for the foreseeable future due to medical or “otherwise” the local authority would look for education provision to be made by the school, wherever possible, in order to ensure continuity for the young person.

However, it is recognised that in some circumstances that is not possible and referrals for such cases will be considered by the Section 19 multi-agency panel on an individual basis to determine if the referral can be considered as part of the Local Authorities Section 19 Duty or whether the school, with support, should be required to meet the child's needs

Where a young person is unable to attend school for medical reasons and their need cannot be met by the school, the local authority will work alongside schools, health professionals and parents to provide an alternative provision. Full details of Bury Councils Section 19 process can be found in the Section 19 Policy.

Where a young person has an EHCP, and provision is made under Section 19 it is not necessary to review the EHCP if it is clear the need is short-term (for example a broken leg or planned operation).

Where there is a realistic expectation that the young person will return to school, the LA should review the plan to establish whether there is a change needed in need and provision, which is to be implemented, when the child starts a gradual return to school.

If the review determines that child needs a longer-term alternative, other provisions may need to be considered.

The Legal Framework for EOTAS

Section 61 of the Children and Families (CFA) Act 2014 sets out when a local authority can decide that a child or young person's special education provision can be made otherwise than at school. A local authority can only do this in consultation with parents or young people if it is satisfied that it would be inappropriate for provision to be made at a school, post 16 or early years setting.

This is not a temporary or short-term solution to a specific circumstance, but a decision after an Education, Health and Care Needs Assessment (EHNA) or annual review, based on the current and foreseeable needs of the child or young person.

“(1)A local authority may arrange for any special educational provision to be made that it has been decided is necessary for a child or young person for whom it is responsible to be made otherwise than in a school or post-16 institution or a place at which relevant early years education is provided. (2) An

authority may do so only if satisfied that it would be inappropriate for the provision to be made in a school or post-16 institution or at such a place. (3) Before doing so, the authority, must consult the child's parent or the young person."

The CFA 2014 does not define "inappropriate", however the courts such as in the case of NN v Cheshire East Council (SEN) [2021] UKUT 220 have stated that a local authority is obliged to ask whether provision of education at school would not be "suitable and proper".

In doing so the local authority should have regard to all the circumstances of the individual case including but not limited to:

- the child's background and medical history;
- the particular educational needs of the child;
- the facilities that can be provided by a school;
- the facilities that could be provided other than in a school;
- the comparative cost of the possible alternatives to the child's educational provisions, either at school or elsewhere;
- the parents' wishes (although they are not generally determinative); and
- any other particular circumstances that apply to a particular child (TM v London Borough of Hounslow)

Bury Councils EOTAS Process

The child's parent or the young person themselves may request for the Local Authority to consider exercising its power to arrange EOTAS under Section 61 of the Children and Families Act 2014 either during an EHCP needs assessment, re-assessment or during an annual review of the EHCP.

There must be clear evidence as to why the child or young person, if they are over statutory school age, cannot attend any educational establishment of any type, including evidence from key professionals such as medical professionals or educational psychologist who have seen the child. For those children open to an Early Help or Social work team, their allocated workers views will be sought.

Once a request has been made, this will be reviewed and considered at the LA Section 19 Multi-Disciplinary Panel with input from a range of professionals including health, social care and educational psychology within four weeks of the request. The local authority may request a reassessment where it is deemed that the young person's needs have changed.

EOTAS will only be provided if the following criteria has been met:

- The child/young person has an EHCP
- Bury Council is satisfied that 'it would be inappropriate for any special educational provision that it has decided is necessary for the CYP to be made in any school and inappropriate for any part of the provision to be made in any school.'

Following guidance from NN v Cheshire East Council (SEN) [2021], UKUT 220(AAC)

If the request for EOTAS is agreed, Bury Council will be responsible for arranging the package, and/ or agreeing a personal budget to make provision, and ensuring the provision is being delivered in accordance with section F of the EHC Plan. Section I (placement) will be left blank.

If the request does not meet the legal threshold for EOTAS, the EHCP will be finalised to describe a type of suitable school giving parents their legal right to appeal.

Arranging EOTAS Packages

Once EOTAS has been agreed, the local Authority will develop an appropriate package in partnership with the child/young person and family and is responsible for the delivery of the package and for securing the Special Educational Provision (SEP). Where a range of agencies are involved in supporting the family a multi-disciplinary approach will be taken to planning the package.

Under an EOTAS package, Bury Council is responsible for the child/young person's education and the child/young person will not be required to be on the roll of an educational setting.

Where Alternative Provision or Tutoring is required, providers will be used who have been through the local authority's quality assurance process and these are listed in the Bury Alternative Provision Directory.

A parent or young person may request a personal budget. If the local authority agrees to this, the parent or young person would commission the provision directly and the local authority is not responsible for securing the SEP.

All EOTAS packages, whether delivered by the LA or through a personal budget need to:

- Support the child/young person's aspirations, ensuring the child's voice is central.
- Be bespoke and flexible in order to meet the needs of the young person as identified in their EHCP and taking into account education, health, social and emotional needs. Provisions will be in place to support a young person's personal, social and emotional development and where possible the package should include an appropriate level of, literacy and numeracy support.
- Provide opportunities for young people to access qualifications and accreditation where appropriate.
- Prepare for transition to the next phase or setting and consider preparation for adulthood.
- Educate in accordance with the wishes of parents, so far as that is compatible with the provision of efficient instruction and training and the avoidance of unreasonable public expenditure.

Each aspect of the EOTAS package should be clearly linked to the outcomes identified in the EHCP and it should be clear in the planning, as to how the particular provision is able to lead to this outcome. The EHCP outcomes should be broken down into SMART targets in order monitor the progress.

Education will be provided for 190 days of the year, up to the equivalent of a full-time education which can be delivered flexibly in accordance with the young persons needs.¹

An EOTAS package will only fund the provision outlined in Section F of the EHCP, which may include Social Care and Health provision which educates and trains. There may be other personal budgets provided in conjunction with the EHCP.

Any resource budget, such as ICT, will be considered on an individual case basis and based upon what is reasonably required based on professional recommendations and the requirements of the plan.

Monitoring and reviewing EOTAS packages

¹ The DFE statutory guidance "Ensuring a good education for children who cannot attend school because of health needs", states that, "The law does not define full-time education but children with health needs should have provision which is equivalent to the education they would receive in school. If they receive one-to-one education, for example, the hours they receive could be fewer as the provision is more concentrated".

The 190 days of education may be delivered across the year and is not determined by school term times as young people who are EOTAS may not benefit from breaks in their provision

Monitoring and reviewing Education Other Than at School (EOTAS) packages is crucial to ensure that the educational needs of children and young people are being met effectively.

The Local Authority typically monitor a child/young person's progress on their EOTAS every 6 months, and possibly termly, where this may be appropriate. This helps in identifying any issues early and making necessary adjustments. The young person's progress regarding all elements of the EOTAS package should be monitored against the intended outcomes specified in the EHCP.

A review of the Education, Health and Care (EHC) Plan is a statutory duty and should be completed within 12 months of the initial EHC Plan being issued or the previous annual review date.

The EHC Assessment and Review Team are responsible for the review of EOTAS packages through the annual review process. Where a child or young person is approaching a key stage transition point, a view will be sought from our Educational Psychology Service, in advance of this and which will inform the review.

There is the same duty on the local authority to conduct an annual review when a child is EOTAS. All timescales and obligations remain the same throughout the this process.

Personal Budgets

Where it has been determined that a young person is EOTAS, a parent or young person may request a personal budget and direct payment to deliver the special educational provision (SEP) within the EHCP. If the local authority agrees to this, the parent or young person would commission the provision directly which would mean the Local Authority is not responsible for the securing of the SEP

The LA will consider each request for a personal budget on its merits and prepare a personal budget in every case unless the amount is part of a larger amount and separating part of the funds for the personal budget would have a detrimental impact on services provided/arranged by the LA for other EHCP recipients or where it would not be an efficient use of LA resources (for example where, a contract with the NHS to provide all speech and language therapy or occupational therapy). If this applies, the LA will explain with reasons why it cannot prepare a personal budget. The services purchased should not cost more than if provided by the local authority, unless there is provision detailed in the EHCP which the LA is unable to provide.

Full details can be found in Bury Councils Personal Budget policy.

Where a personal budget is agreed, changes to the value of the budget will only be agreed following an annual review.

Whilst the local authority is not responsible for the education package under a personal budget, Bury Council reserves the right to withhold or refuse funding for providers should it deem that they do not meet the required standards for education and safeguarding. Any provider that is not on the Bury Alternative Provision Directory will be asked to complete due diligence information.

Transport Assistance

The Local authority has a duty to provide home school transport for eligible children of compulsory school age if they:

- Attend a qualifying school
- Are receiving education under the LA's Education Act 1996 duties, or

- Have been suspended from school (but remain a registered pupil of that school) and attend a setting that is not a qualifying school and is not within the statutory walking distance of their home.

None of these scenarios will apply if a child is EOTAS. In this situation the local authority does not have a legal duty to provide transport (or help with transport costs) to the various activities and places that the child may be receiving their provision.

However, Bury Council recognises that dependant on the young person's needs and the nature of provision, within the EOTAS package it may be necessary to provide travel assistance.

This will be considered on a case-by-case basis in line with the school transport policy ([insert link](#)) with the agreed provider considered as "the school" for the purposes of considering whether travel assistance is required.

In considering whether travel assistance should be provided as part of an EOTAS packages consideration will be given to the young person's age and needs, the location of the provision/s and whether it is reasonable for the young person to travel to the provision independently.

Travel assistance would be provided based upon a mileage allowance (in line with the school and college transport policy) for one return journey per day. Where the local authority has proposed a suitable local provision as part of the package, mileage would be calculated to that provision. Where there is more than one child within the family in receipt of an EOTAS package, consideration will be given as to whether the journeys can be combined, in which case one mileage payment will be made.

Whether travel assistance is provided should be determined at the point where the package and/or personal budget is agreed.

EOTAS and Free School Meals

There is no specific provision made in legislation for free school meals to be provided for children who are in receipt of EOTAS.

However, the local authority will consider making food provision for children who are receiving EOTAS and who meet the following criteria (DFE Free School Meals guidance 2024):

- The child would meet the benefits-related criteria for free school meals if they were in a state-funded school.

and

- the meals would be provided in conjunction with education and would, in line with the aim of free school meal provision, be for the purpose of enabling the child to benefit fully from the education being provided.

The Local authority will provide free school meals vouchers for those children and young people who meet these criteria.

EOTAS, School Health Team and Connexions

As part of the EOTAS agreement and in agreement with the parent, information regarding their child will be shared with relevant services such as the School Health Team and Connexions for Careers Advice (age appropriate) who will then make contact to discuss support for their child whilst they are EOTAS.

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Bury Local Area SEND Partnership Priority Impact Plan

June 2024

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How will we measure impact?	7
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Priority Action 1: Leaders across the partnership should ensure that the SEND strategy continues to be implemented to improve the lived experiences of children and young people with SEND. This should be overseen by shared strategic governance to ensure that the pace of improvement is maintained.	10
Priority Action 2: Leaders across the partnership should work collaboratively and effectively to improve the early identification of children and young people's SEND as part of the graduated approach. In particular, they should urgently improve:	12
Priority 3: Leaders across the partnership should improve the quality and availability of support for children, young people and their families while they wait for specialist assessments. This includes:	14
Priority Action 4: Leaders across the partnership should improve preparation for adulthood from the earliest ages for all children and young people with SEND in Bury. This should include a well understood and co-produced strategy to embed preparation for adulthood effectively across the partnership.	17
Priority Action 5: Leaders across the partnership should establish and implement a strategic approach to high-quality transitions for children and young people with SEND from birth to 25.	19
Priority Action 6: Leaders across the partnership should further improve the quality of the statutory EHC plan process. This should include:	21
Area for Improvement 1: Leaders across the partnership should improve communication to professionals, parents and carers and children and young people so that their strategies, actions and impact are better understood and that trust in the SEND system improves. The partnership should ensure that the local offer is updated regularly to provide parents, carers and other stakeholders with sufficiently accurate information.	24
Area for Improvement 2: Leaders across the partnership should continue to develop the range of suitable AP available to children and young people in Bury. Leaders should further embed the improved oversight of AP and EOTAS packages in Bury. They should publish the refreshed policy for EOTAS, providing support so that this policy is clearly understood.	25
Area for Improvement 3: Leaders across the partnership should work collaboratively to create a partnership-wide workforce development strategy. This should focus on coordinating training support and guidance to improve health, social care and education professionals' ability to identify, assess and meet the needs of children and young people with SEND, from birth to 25.	27

Introduction

In February 2024, Bury's SEND services were inspected by the Care Quality Commission and Ofsted. The inspection team identified widespread, systemic failings in services in Bury and highlighted the challenge that we as a partnership know and have heard from our parents – we need to do more to improve the outcomes of children and young people with special educational needs and disabilities.

The challenges we face are considerable, with an increasing number of children with special educational needs and disabilities requiring support and increasing costs in delivering services. This has created issues in waiting times and in delivering our services and has also created a significant financial gap that we must also solve, to ensure that we do not have further issues in the future. To achieve this, we are being supported by the Department for Education's Safety Valve programme (PSV), supporting investment in our local system that will enable us to deliver the right services and support to our children, in a sustainable way.

We have worked hard with parent/carer forum BURY2GETHER and our partners to co-produce this Priority Impact Plan for Bury's SEND services. Both our Priority Impact Plan and the Safety Valve programme have one clear ambition: to ensure that we use the resources we have, to best meet the needs of our children with special educational needs and disabilities.

This is not the start of the journey, and along with the support of our schools, parents, carers and partner organisations such as Bury2Gether we have begun to make improvements for the future: building brand new Special Schools and creating more places for children with special educational needs and disabilities in existing schools, to ensure that we can support the children of Bury in Bury. As a local area partnership, we are committed to accelerate the pace and sustainability of improvement of services for children and young people with SEND and their families. We are committed to a genuine model of co-production, working with a children, young people and parents in the development of services and we are committed to ensuring that the lived experience of children and young people with SEND and their families is used to shape our assessment of progress, and impact on outcomes for children.

Governance

A new SEND Improvement & Assurance Board (SIAB) has been established to provide strategic system and partnership leadership, assurance and oversight of our progress in responding to the priority actions and areas for improvement identified in the inspection.

The SIAB is accountable to the Cabinet within the Council, and to the GM Integrated Care Board via the Locality Board, which operates as a sub-committee of the ICB Board. The Independent Chair will provide 6 monthly reports to the Cabinet and GM ICB on the work and progress of the SIAB.

There are other Boards which are connected to the work of the SIAB but are not part of the formal reporting arrangements:

- The Health & Wellbeing Board operates as a standing committee on health inequalities and will be routinely updated on the work of the SIAB;
- The GM SEND Board co-ordinates interventions that require a GM wide commissioning response and is also a mechanism for sharing good practice;

- Children's Strategic Partnership Board focuses on improved outcomes for all children and young people in Bury, and as such will be updated on the work of the SIAB.

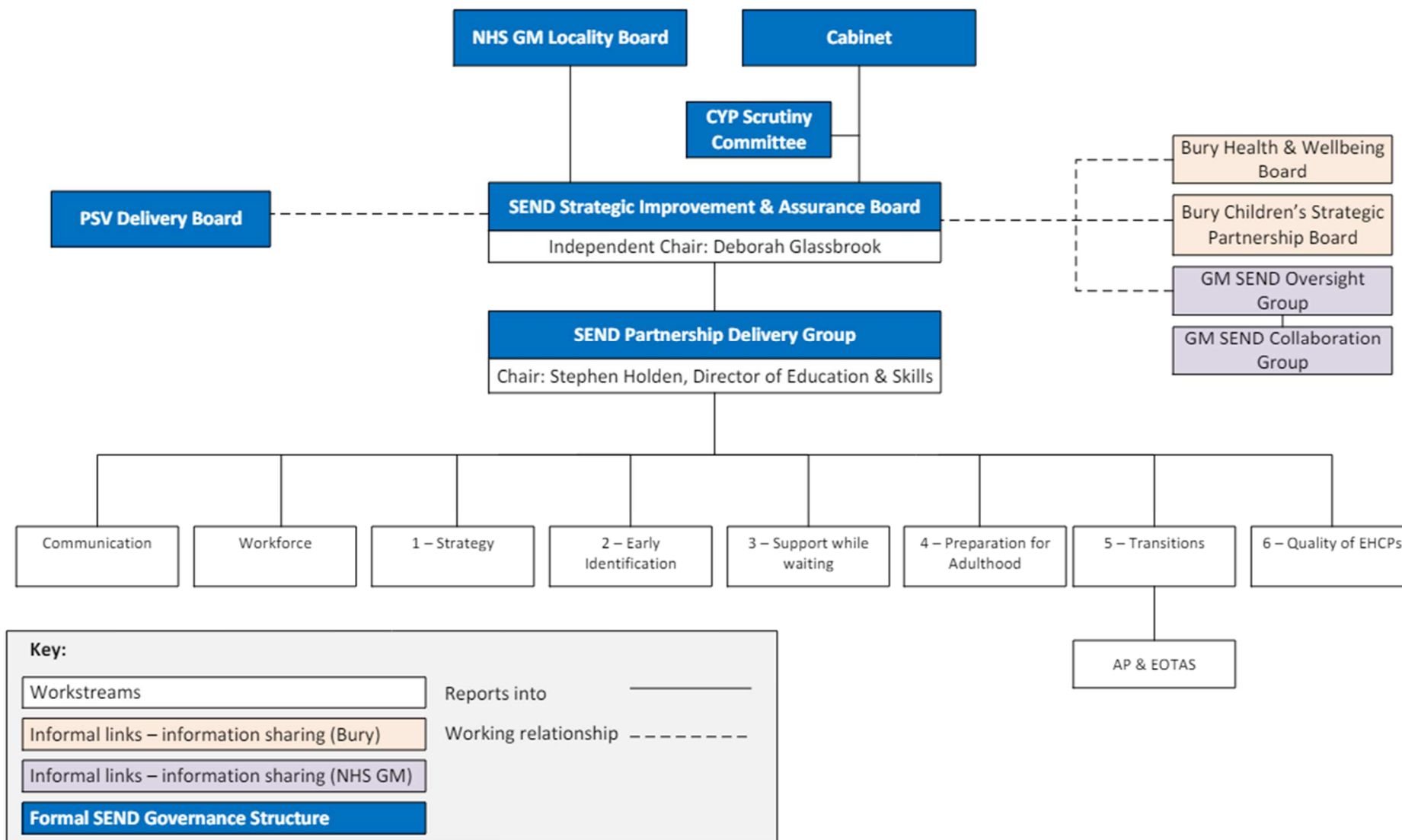
The SIAB will meet monthly and will include strategic leaders from across the partnership:

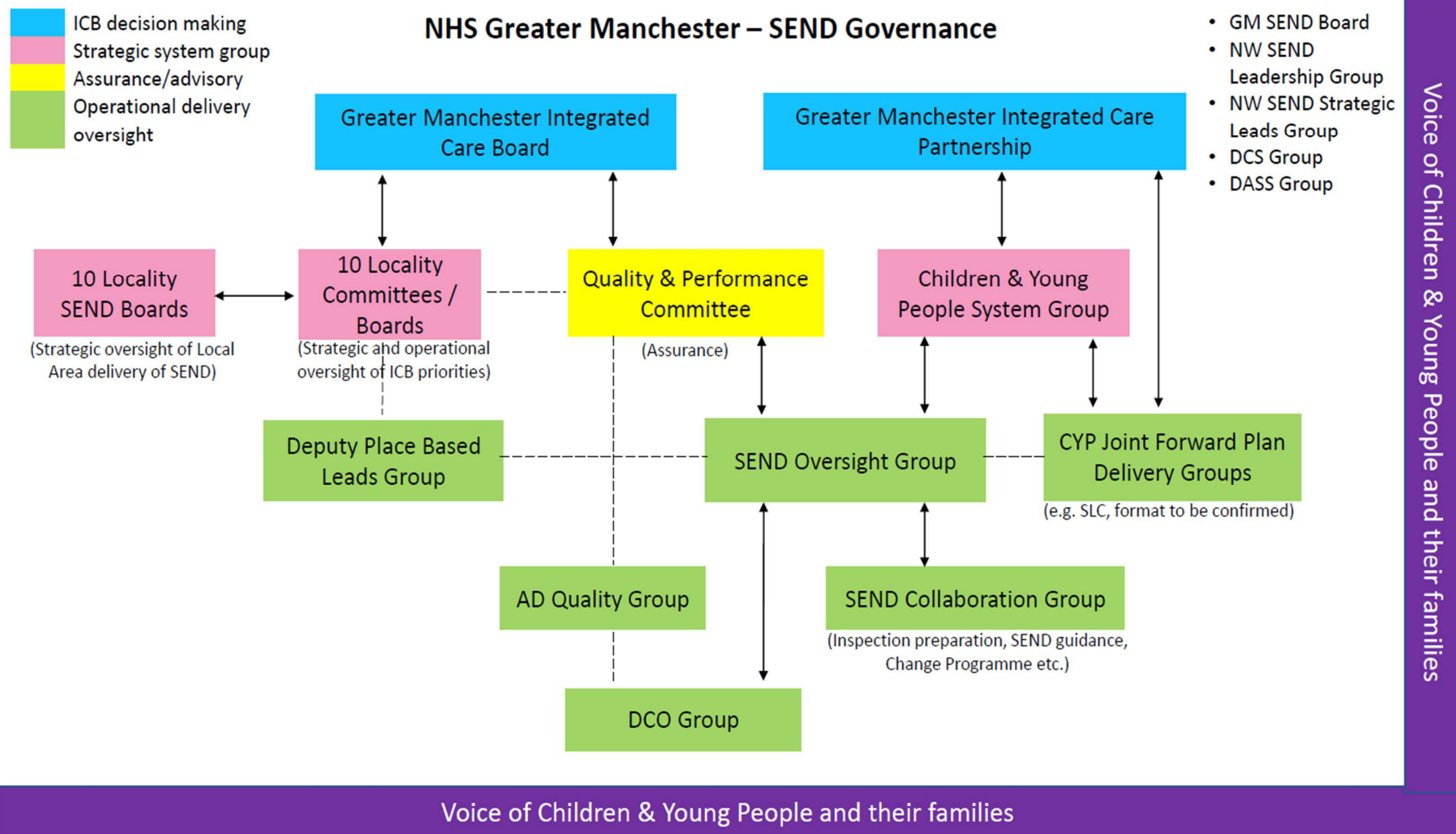
- Bury Council
- NHS GM and NHS provider organisations as appropriate
- Bury2Gether
- Primary School representative
- Secondary School representative
- Special School representative
- FE representative

This Priority Impact Plan is our strategic, high-level plan setting out what needs to be delivered in the next 12-18 months with key milestones and key performance indicators. To support the delivery of this plan, the Workstream Leads will each co-produce detailed operational plans. These operational plans will provide key assurance activity, including performance data and quality assurance findings that will be monitored by SIAB and will provide the tracking mechanism for the progress of actions and impact.

Each Priority Action (and Area for Improvement) has a nominated lead officer, who will be a senior officer within their organisation. They will provide monthly highlight reports to the SIAB, and ensure monthly reviews of the risk register.

Governance Structure Diagram - Local Area:





How will we measure impact?

Priority Area 1: Strategy

- Number of requests for EHCP assessments (per 10k child population)
- GCSE Attainment 8 score for children with identified SEND, split by EHCP and SEN Support
- KS2 Reading, Writing & Maths at expected standard for children with identified SEND, split by EHCP and SEN Support
- School Attendance rates for children with identified SEND & the overall cohort
- School Suspension rates for children with identified SEND & the overall cohort
- School Permanent Exclusion rates for children with identified SEND & the overall cohort
- Children with SEND who are electively home educated.
- Number of complaints received.
- Increased feedback from a larger number and more diverse range of parents and carers (*also relevant to **Communication***)
- Children/young people, Parents/Carers and professionals tell us that they understand the local area SEND Strategy (*also relevant to **Communication***)
- Children/young people, Parents/Carers and professionals tell us that they agree with the local area SEND Strategy (*also relevant to **Communication***)
- Parents/Carers and professionals tell us that they agree that good progress is being made in delivery of the local area SEND Strategy (*also relevant to **Communication***)
- Parents/Carers and children report that the local SEND services are making a positive difference to their lives (*also relevant to **Workforce****)

Priority Area 2: Early Identification

- Numbers of website visitors to the Graduated Approach toolkit (*also relevant for **Workforce****)
- Number of pages accessed per visit on the Graduated Approach toolkit (*also relevant for **Workforce****)
- Numbers of website visitors to the Local Offer (*also relevant to **Communication***)
- Number of pages accessed per visit on the Local Offer (*also relevant to **Communication***)
- Proportion of children in mainstream schools supported at SEN Support – split by primary and secondary school. (*also relevant for **Workforce***)
- Proportion of new EHCPs issued for children aged 10 years and over
- Parents/Carers -report that local services identified their children's needs early (*also relevant for **Workforce****)
- Parents/Carers report that local services support their child's additional needs well (*also relevant for **Workforce****)

Priority Area 3: Access to Health Services & Support while waiting

- Waiting list analysis for SLCN, Community Paediatrics & NDP – to be further developed as part of action 3.1f in the Priority Impact Plan
- Families report good access to General Practice (GP) services
- Families and young people agree that they have good access to the health services that their child needs
- Families and young people agree that there is supportive and helpful advice and guidance provided whilst waiting

Priority Area 4: Preparation for Adulthood

- Percentage of 16- & 17-year-olds with EHCPs in education and training
- Percentage of young people with identified SEND with a level 2 qualification at age 19.
- Young people and their parents/carers report that they feel well supported in their preparation for adulthood (*also relevant for **Workforce****)
- Proportion of EHCP reviews for young people aged 14 with a PfA element in their review

Priority Area 5: Transitions

- Attendance rate for children with identified SEND in year 7
- Proportion of children reaching a good level of development by the end of reception year.
- Attendance rate for children with identified SEND in reception
- Suspension rate for children with an EHCP in reception and NC year 1
- Suspension rate for children with EHCPs in year 7
- Permanent exclusion rate for children with EHCPs in year 7
- All relevant professionals contribute to post-16-year-old EHCP reviews.
- Children/young people and Parents/Carers agree that there is good support during transitions into and between early years providers, schools and colleges (*also relevant for **Workforce****)
- Proportion of adults with learning disabilities living independently or with family

Priority Area 6: EHCP Plans and Reviews

- EHCP issued within 20-weeks
- Number of reviews completed in year which result in an amended plan being issued

- Percentage of annual reviews where an amended plan is issued within expected timescales.
- Proportion of new plans with all appropriate advice provided and within expected timescales (including from children's social care).
- Proportion of reviews with appropriate input from all relevant professionals (including children's social care).
- Children/young people and Parents/Carers agree that the EHCP assessment process supports and helps meets needs.
- Children/young people and Parents/Carers agree that the EHCP review process supports and helps meet needs

Area for Improvement 1: Communication

- Parents, carers and children and young people provide positive feedback on the Local Offer via survey.
 - Parents/carers report increased confidence in the local SEN partnership.
 - Parents, carers and young people report that they understand the transport options and support available to them.
- (Also other KPIs listed in other sections are relevant, especially in Priority Action Area 1: Strategy)*

Area for Improvement 2: Alternative Provision and EOTAS

- Number of children on roll at Alternative Provision
- Average length of time that current cohort have been in AP
- Number of children in receipt of EOTAS packages
- Average length of time that current EOTAS packages have been in place
- Parents, carers and young people report that they understand the EOTAS policy and the support available to them

Area for Improvement 3: Workforce

- No separate indicators proposed for Workforce section, there are many indicators across the full list of KPIs that provide a clear view on impact of work with the workforce – indicated with an asterisk *

Action Plan

Priority Action 1: Leaders across the partnership should ensure that the SEND strategy continues to be implemented to improve the lived experiences of children and young people with SEND. This should be overseen by shared strategic governance to ensure that the pace of improvement is maintained.

Priority Lead: Jeanette Richards (Executive DCS) & Will Blandamer (Executive Director Health & Adult Care & Deputy Place Based Lead, NHS GM)

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
1.1 Improve the lived experiences of children and young people with SEND and families and thereby improve their outcomes	1.1a Create SEND Strategy on a page – distil existing strategy, ensuring clear focus on preparation for adulthood, transitions, child voice and a social model of disability	October 2024	Scout Stirling, SEND & Inclusion Ambassador	<ul style="list-style-type: none"> Approval of Strategy by SIAB in November 2024 Children, young people, parents/carers and partners tell us that they understand and agree with the local area SEND Strategy Number of requests for EHCP assessments (per 10k child population) 	
	1.1b Working with Bury2Gether, co-produce a mechanism for ensuring parental feedback is gathered about families' experiences and used to inform the Board's analysis of progress	December 2024	Communication & Engagement Officer	<ul style="list-style-type: none"> Formal quarterly review of progress against the SEND strategy with key stakeholders, including children & young people and families Shared understanding of progress between Board and families Increased frequency of feedback from a larger number and more diverse range of parents and carers Parents/Carers and professionals tell us that they agree that good progress is being made in delivery of the local area SEND Strategy Parents/Carers and children report that the local SEND services are making a positive difference to their lives 	AFI 1 PSV 10

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
	1.1c Ensure clear governance for SEND improvement, including escalation route for SEND Improvement & Assurance Board within the local area	June 2024	Will Blandamer, Executive Director, Health and Adult Care and Deputy Place Lead - NHS GM (Bury)	<ul style="list-style-type: none"> Governance structure/mapping shows how SEND is reported and decisions are made There is greater transparency of governance, with minutes of SIAB meetings published on the Local Offer Summary review of progress against all priority actions after 6 months Board self-evaluation after 6 and 10 months 6 monthly report from SIAB Independent Chair to Council & NHS GM on progress, which is published on the Local Offer 	
	1.1d Review the QA Framework and develop robust dataset to track progress and impact	August 2024	Wendy Young, Head of Service –SEND & Inclusion	<ul style="list-style-type: none"> Monthly multi-agency audits Learning from single and multi-agency audits is shared across the partnership, including SIAB and key actions identified and monitored 	6.1b AFI 1 AFI 3
	1.1e Effective communication of strategy to all stakeholders, professionals, children and families	November 2024	Communications Team	<ul style="list-style-type: none"> Families and partners tell us that they understand and agree with the local area SEND Strategy 	AFI 1 PSV 10

Priority Action 2: Leaders across the partnership should work collaboratively and effectively to improve the early identification of children and young people's SEND as part of the graduated approach. In particular, they should urgently improve:

- children's access to support from education, health and social care to improve the early identification of needs
- children, young people's and professionals' access to an effective, well-resourced educational psychology service.

Priority Lead: Stephen Holden (Director of Education & Skills)

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
2.1 Better access to education, health & social care services to support early identification of children with additional needs	2.1a Improve and embed the use of the Graduated Approach to identifying and meeting need across the local area	October 2024	Wendy Young, Head of Service –SEND & Inclusion	<ul style="list-style-type: none"> • GAT migrated to micro-site • Remaining sections (pre-school and post-16) in place • Impact analysis completed, including use of SEN Support in mainstream schools • Numbers of website visitors • Number of pages accessed per visit 	AFI 1 AFI 3 PSV 3
	2.1b Develop an outreach offer across all settings to support and embed a consistent borough-wide approach to early identification and intervention	December 2024	Cath Atherden, Service Lead SEND Support	<ul style="list-style-type: none"> • Proportion of children in mainstream schools supported at SEN Support • Proportion of new EHCPs issued for children aged 10 and over • Feedback from professionals receiving targeted support • Parents/Carers report that schools and settings identified their children's needs early • Parents/Carers report that local services support their child's additional needs well • Successful recruitment to all roles in Outreach Team • Co-ordinated Outreach offer available across Resource Provision (RP), special schools, GAT Champion Schools, Accredited IQM schools and Early Years settings 	AFI 1 PSV 3

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
				<ul style="list-style-type: none"> Increased number of children and young people receiving earlier support 	
	2.1c Complete revision of the Local Offer and develop system to monitor ongoing use/access	November 2024	Wendy Young, Head of Service –SEND & Inclusion	<ul style="list-style-type: none"> Local offer migration/online refresh complete Numbers of website visitors Number of pages accessed per visit 	AFI 1 PSV 2
	2.1d Increase SEND and wider Health Visitor capacity with new investment	January 2025	Petra Heyes Bower, Assistant Director of Nursing – Childrens	<ul style="list-style-type: none"> Increase in number of SEND Health Visitors (target to be agreed) Increased earlier identification and support for families Children will have increased access to a range of bespoke support in line with their needs Increase in delivery of evidence-based interventions to early years children Feedback from children, YP, parents and carers 	PSV 2 PSV 3
	2.1e Review the allocation and use of top-up funding to ensure equity and quality of support provided to children with additional needs	March 2025	Wendy Young, Head of Service –SEND & Inclusion		PSV 3
	2.1f Review effectiveness, reach and access routes/pathways of Early Years support	January 2025	Collette Radcliffe, Early Years Service Manager		PSV 1
2.2 Children & young people have access to an effective Community Educational Psychology (CEP) service	2.2a Work with parents and carers, including Bury2Gether, to co-produce a service specification for a Bury community educational psychology service, with a comprehensive service development plan	September 2024	Jawad Shah, Deputy Principal Educational Psychologist	<ul style="list-style-type: none"> Benchmarking exercise to review Bury EP service with other LAs EP Service Development Plan 2024-2028, including pathways to service, published on the Local Offer Feedback from parents/carers/children on effectiveness 	PSV 2

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
				<ul style="list-style-type: none"> Settings are able to buy in high-quality support, advice, training & assessments Families can access the CEP service based on need and without needing an EHCP 	
	2.2b Develop a comprehensive training and consultation offer to Bury educational and community settings, based upon recently carried out surveys with key stakeholders	October 2024	Jawad Shah, Deputy Principal Educational Psychologist		AFI 1 PSV 3

Priority 3: Leaders across the partnership should improve the quality and availability of support for children, young people and their families while they wait for specialist assessments. This includes:

- children and young people waiting for a speech and language therapy assessment and subsequent intervention.
- children waiting for a community paediatric assessment and subsequent intervention
- children and young people on a neurodevelopmental pathway for an assessment of ADHD or autism.

Leaders across the partnership should also ensure that young people aged up to 25 years old have access to a locally agreed neurodevelopmental diagnostic pathway

Priority Lead: Will Blandamer (Executive Director Health & Adult Care & Deputy Place Based Lead, NHS GM)

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
3.1 Children, young people & families receive more timely access to services	3.1a Clinical and operational managers will review <i>SLCN pathways</i> and develop implementation plans that will identify opportunities to reduce waiting times from referral and assessment to intervention and the support offered as part of this pathway	December 2024	Gemma Bowman, Clinical and Operational Lead – Childrens Community	<ul style="list-style-type: none"> Develop a reviewed service plan to address OFSTED priority actions and areas for improvement SEND system will better understand service user journey and identify opportunities to offer earlier support whilst waiting Children, young people and families will have access to a range of quality advice 	

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
				and guidance and support while waiting for specialist assessments	
	3.1b Clinical and operational managers will review <i>community paediatric</i> pathways and will develop implementation plans that will identify opportunities to reduce waiting times from referral, assessment to intervention and the support offered as part of this pathway.	December 2024	Ben Fleming, Directorate Manager- Community Paediatrics + SPOA	<ul style="list-style-type: none"> Develop a reviewed service plan to address OFSTED priority actions and areas for improvement SEND system will better understand service user journey and identify opportunities to offer earlier support whilst waiting Children, young people and families will have access to a range of quality advice and guidance and support while waiting for specialist assessments 	
	3.1c Clinical and operational managers will review <i>neurodevelopmental pathway</i> pathways (under and over 5) will develop implementation plans that will identify opportunities to reduce waiting times from assessment to intervention and the support offered as part of this pathway.	December 2024	Paris Thompson, Operational Manager Ben Fleming, Directorate Manager- Community Paediatrics + SPOA	<ul style="list-style-type: none"> Develop a reviewed service plan to address OFSTED priority actions and areas for improvement SEND system will better understand service user journey and identify opportunities to offer earlier support whilst waiting Children, young people and families will have access to a range of support and quality advice and guidance whilst waiting for specialist assessments 	
	3.1d Implement a need led Neurodevelopmental Profiling toolkit for advice and guidance (including support whilst waiting)	December 2024	Marina Nixon, Transformation and Delivery Manager (Bury)	<ul style="list-style-type: none"> Training undertaken across the children system and programme initiated Children, young people and families will have timely access to bespoke quality assured, advice and guidance based on need 	AFI 3 PSV 2

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
	3.1e Increase the use of evidence-based interventions across all age ranges as part of a growing offer	September - December 2024	Jane Case, Programme Manager (Bury) NHS Greater Manchester	<ul style="list-style-type: none"> Health visitor and early years staff trained and delivering evidence-based interventions to support earlier identification Children have improved access to support and quality evidenced based interventions Increase in delivery of evidence-based interventions to early years children 	AFI 3 PSV 2
	3.1f Develop transparent analysis of children waiting and on therapeutic pathways	September 2024	Jane Case, Programme Manager (Bury) NHS Greater Manchester	<ul style="list-style-type: none"> Quarterly updated information shared across the system, including with parents and carers via the Local Offer System has oversight of the waiting times on pathways and continues to work to reduce waiting times 	AFI 1
	3.1g Development of 18-25 ADHD and autism diagnostic pathway	March 2025	Ian Trafford, Head of Programmes Bury Integrated Delivery Collaborative	<ul style="list-style-type: none"> ICB-led consultation Provider commissioned Procurement process 2024-2025 Pathway agreed People aged 18- 25 have access to ADHD and autism assessments Young people have better access to specialist assessments 	PSV 3
3.2 Children, young people & families receive better access and better quality of support while they are waiting for specialist assessments	3.2a Consult and engage with children and families to gather views on what would help regarding support whilst waiting	October 2024	Jane Case, Programme Manager (Bury) NHS Greater Manchester	<ul style="list-style-type: none"> Parents and carers will shape and influence support whilst waiting information Parents/Carers agree that they have good access to the health services that their child requires Parents/Carers agree that there is good advice available while they wait 	AFI 1 PSV 10
	3.2b Expand the range of support padlets and promote usage via Partnerships and local offer	September-December 2024	Petra Heyes Bower, Assistant	<ul style="list-style-type: none"> Padlets linked to the new local offer and partners websites QR codes widely distributed 	AFI 1 PSV 2

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
			Director of Nursing – Childrens	<ul style="list-style-type: none"> Printed resources available to the Orthodox Jewish Community Children, young people, parents, and carers will have access to a range of quality assured advice and guidance Families have access to a range of support and quality advice and guidance whilst their children wait for specialist assessments 	

Priority Action 4: Leaders across the partnership should improve preparation for adulthood from the earliest ages for all children and young people with SEND in Bury. This should include a well understood and co-produced strategy to embed preparation for adulthood effectively across the partnership.

Priority Lead: Jeanette Richards (Executive DCS) & Will Blandamer (Executive Director Health & Adult Care & Deputy Place Based Lead, NHS GM)

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
4.1 Children and young people are well prepared for adulthood	4.1a Complete needs analysis of cohort together with mapping of local provision and its quality, consulting with young people, parents/carers to identify gaps and to inform future commissioning priorities	October 2024	Ruth Wheatley, Children's Commissioning Lead Health and Adult Care Directorate (Bury Council)	<ul style="list-style-type: none"> Shared understanding of provision in local area and how this is meeting the needs of children and families Commissioning decisions informed by needs analysis A greater understanding of the needs of young people aged 14+ 	AFI 1
	4.1b Ensure Local Offer includes Planning for Adulthood provision and information about accessing Higher Education	September 2024	Cath Atherden, Service Lead SEND Support	<ul style="list-style-type: none"> Local Offer will be aspirational and include guidance on all aspects of PfA including support for Higher Education 	AFI 1 PSV 2 PSV 3

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
	4.1c All EHCPs reference planning for adulthood preparations for all children from the age of 14 and above (at Y9 review) to appropriately identify those who will need the Planning for Adulthood Pathway	December 2024	Wendy Young, Head of Service –SEND & Inclusion Sian O’Brien, EHC Assessment and Review Team Manager	<ul style="list-style-type: none"> Percentage of 16 & 17 year olds with EHCPs in education and training Percentage of children with identified SEND with a level 2 qualification at age 19 Young people and their parents/carers report that they feel well supported in their preparation for adulthood 	PSV 9
	4.1d Establish transitions to provide support in preparing young people for adulthood, to progress into employment, training, apprenticeships and supported internships	September 2024	Andy Bradburn, Service Manager – Head of Skills Strategy Sian O’Brien, EHC Assessment and Review Team Manager	<ul style="list-style-type: none"> Team in place All young people with EHCPs receive additional support to ensure they progress into appropriate EET post-16 Connexions service screen young people who are at increased risk of NEET to target support – all YP with EHCPs are assessed age 16 	
	4.1e Embed Planning for Adulthood Pathway	February 2025	Sue Massel, Assistant Director – Adult Social Care Operations	<ul style="list-style-type: none"> 14-25 Strategic Board meets regularly Bury 14-25 Strategy reflected in the SEND strategy Lead professionals are appropriately identified for all children on Planning for Adulthood pathway Number of Planning for Adulthood plans Planning for Adulthood Assurance Meetings identify young people who need transitional support and co-ordinates the transition from Children’s to Adults’ services 	

Priority Action 5: Leaders across the partnership should establish and implement a strategic approach to high-quality transitions for children and young people with SEND from birth to 25.

Priority Lead: Sonja Butterworth (Senior School Assurance Officer)

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
5.1 Children & young people have a positive experience of moving between early years settings, schools, colleges and adult life	5.1a Implement electronic solution ("6into7") to delivering personalised pupil pathways for transition and inclusion between primary and secondary schools	September 2024	Sonja Butterworth, Senior School Assurance	<ul style="list-style-type: none"> All Bury Schools are accessing 6 into7 Improved contributions from schools/SENCOs regarding transitions School report increased consistency across transitions between phases Evaluate impact of 6 into 7 SENCOS, Schools, parents and professionals tell us that transitions from primary to secondary are successful Attendance rate for children with identified SEND in year 7 	AFI 1 AFI 3 PSV 3
	5.1b Co-produce with parents & carers best practice guidance & tools across the partnership, incorporating a graduated response	March 2025	Sonja Butterworth, Senior School Assurance Petra Hayes-Bower, Assistant Director of Nursing – Childrens	<ul style="list-style-type: none"> Toolkit in place and easily accessible Schools, parents and professionals tell us that the toolkit is useful Best practice is recognised more widely 	AFI 1 AFI 3 PSV 3 PSV 10
	5.1c Expand 6into7 for use at other points of transition: <ul style="list-style-type: none"> Early Years into Primary School Secondary school to college College into adult life 	May 2025	Sonja Butterworth, Senior School Assurance	<ul style="list-style-type: none"> Consultations have taken place with Early Years and post 16 steering groups Development of the programme links with CPOMS 6into7 has a wider scope that includes Early Years so all PVI's, home-based 	AFI 1 AFI 3 PSV 3

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
				<p>educators and post-16 settings can complete transition information online and an all through system is operating effectively in Bury.</p> <ul style="list-style-type: none"> Parents/Carers agree that their child was well supported during transitions into and between schools and colleges Attendance rate for children with identified SEND in reception Percentage of children with identified SEND in education and training aged 16 & 17 	
	5.1d Develop an enhanced transition pathway for children supported by SEND Health Visitors transitioning to being supported by the School Nursing Service	May 2025	Petra Hayes-Bower, Assistant Director of Nursing – Childrens	<ul style="list-style-type: none"> Transition pathway will be in place and easily accessible 	AFI 1 AFI 3 PSV 3
	5.1e Embed MDT meetings for children & young people being supported by the complex needs nurse (CCNT), Epilepsy Specialist Nurse, Continuing Health Care and District Nursing service	September 2024	Petra Hayes-Bower, Assistant Director of Nursing – Childrens	<ul style="list-style-type: none"> MDT meetings taking place Feedback from children & young people and their families Explore expansion of the MDT meetings to incorporate a wider cohort 	AFI 3
	5.1f All Health Services to begin conversations with children & young people at 14 years about transition to adult health services	September 2024	Petra Hayes-Bower, Assistant Director of Nursing – Childrens	<ul style="list-style-type: none"> Evidence in health records that conversations have taken place 	AFI 1 AFI 3 PSV 10

Priority Action 6: Leaders across the partnership should further improve the quality of the statutory EHC plan process. This should include:

- improving the quality of advice received from professionals as part of the needs assessment process.
- improving the timeliness and quality of updated EHC plans following annual reviews.
- improving appropriate social care contributions to EHC plans so that children and young people's social care needs are reflected more accurately.
- improving the focus on preparation for adulthood in children and young people's EHC plans so that their experiences and outcomes improve

Priority Lead: Wendy Young (Head of Service, SEND & Inclusion)

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
6.1 Children & young people have better quality, better informed, more focused EHCPs that support their improved outcomes	6.1a Ensuring more timely advice from professionals, particularly social care, through better use of a more robust portal	September 2024	Wendy Young, Head of Service –SEND & Inclusion	<ul style="list-style-type: none"> • Portal accessible by health visitors, school nurses, Community paediatricians, Speech and language therapists, Physical therapists, Occupational therapists for EHC Assessments • Test and learn activity to establish if portal can be functional for Annual Review advice • Number of parents accessing portal • Advice provided in response to all requests for assessment and reviews where appropriate • Fit for purpose template for providing advice, which is focused on strengths and needs of young people, including a focus on preparation for adulthood • Notification system in place to advise educational settings, Health and Social Care of upcoming Annual Reviews 	

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
	6.1b Review the QA framework to ensure a robust single and multi-agency approach to audit and assurance and implement actions as required	August 2024	Wendy Young, Head of Service –SEND & Inclusion	<ul style="list-style-type: none"> Monthly audits taking place, including all key stakeholders Increase the multi-agency involvement and activity of QA work - 10% of EHCPs to be quality assured per year Assurance mechanisms in place within team to quality assurance plans as part of system and process – analysis of quality assurance built into data dashboard to measure impact Learning from audit is shared quarterly to ensure continuous learning Training tools for those carrying out audit & assurance – what a good plan looks like, including use of Tell Us Once 	AFI 3
	6.1c Review how the voice of children & young people is captured in, and used to inform, their plans and reviews and implement necessary actions	January 2025	Wendy Young, Head of Service –SEND & Inclusion	<ul style="list-style-type: none"> Pupil voice captured as part of the Graduated Approach and EHC Assessment process and proactively shared as part of the EHC Assessment Pupil voice and aspirations are clear in EHC Assessment/Annual Review documentation from all partners Pupil voice is evidenced in QA audits 'Tell Us Once' is consistently used by practitioners Parents/Carers agree that the EHCP assessment process supports and helps meet the needs of their child Feedback from pupils following EHC Assessment/Annual Review 	
	6.1d Training on how to prepare a high quality EHCP with SMART outcomes	December 2024	Wendy Young, Head of Service –SEND & Inclusion	<ul style="list-style-type: none"> Improved quality of plans is evidenced in audit Positive feedback from children, young people and families 	AFI 1 AFI 3

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
				<ul style="list-style-type: none"> Inclusion of preparation for adulthood outcomes in EHCPs from Year 9 - see Priority Action 4 Training on producing quality advice for EHCPs across the partnership to include Education, Health and Social Care 	
6.2 Improve the timeliness and quality of updated EHC plans following annual reviews	6.2a Review the EHC Assessment and Review Team to ensure there is sufficient capacity for new EHCPs and to review and amend existing EHCPs, including a recovery plan to address current deficits	January 2025	Wendy Young Head of Service –SEND & Inclusion	<ul style="list-style-type: none"> Number of reviews completed in year which result in an amended plan being issued following the LA's decision to amend Percentage of annual reviews where an amended plan is issued within expected timescales following the LA's decision to amend Routine sharing and discussion of weekly performance data to track timeliness and statutory compliance 	PSV 9
	6.2b Training for SENCOs on writing EHC assessment requests and delivering person-centred Annual Reviews	December 2024	Wendy Young Head of Service –SEND & Inclusion	<ul style="list-style-type: none"> Improved quality of plans is evidenced in audit Positive feedback from children, young people and families LA co-ordination of Annual Reviews Training for SENCOs on delivering person-centred Annual Reviews 	PSV 3 PSV 10

Area for Improvement 1: Leaders across the partnership should improve communication to professionals, parents and carers and children and young people so that their strategies, actions and impact are better understood and that trust in the SEND system improves. The partnership should ensure that the local offer is updated regularly to provide parents, carers and other stakeholders with sufficiently accurate information.

Priority Lead: Kate Waterhouse (Executive Director Strategy & Transformation)

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
7.1 Children, families & stakeholders understand the strategy, impact and progress	7.1a Review local SEND system communications	September 2024	Communication & Engagement Officer	<ul style="list-style-type: none"> Co-produce with parents/carers/young people Published timeline for change - parents/carers/young people can see what is meant to happen and see pace of change Clear plan to ensure effective communication with all stakeholders, including understanding of available communication networks 	PSV 10
	7.1b Develop a SEND Communication Strategy, using work to date on the Communication and Engagement Plan	December 2024	Communication & Engagement Officer	<ul style="list-style-type: none"> SEND Communication Strategy approved by Board and published on the Local Offer Partners will be able to articulate the SEND Strategy and vision Co-produced mechanism to routinely gather feedback from parents and carers (via survey) Parents/carers report increased confidence in the local SEND partnership 	PSV 10
7.2 Children, families & stakeholders understand what support is available in Bury	7.2a Complete revision of the Local Offer and develop system to monitor ongoing use/access	September 2024	Communications Team	<ul style="list-style-type: none"> Local offer will be available on the Council micro-site and updated frequently Number of visitors to Local Offer website Number of pages accessed per visit 	2.1c PSV 2

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
				<ul style="list-style-type: none"> Parents, carers and young people provide positive feedback on the Local Offer via survey Mechanisms in place to analyse access/use of Local Offer. Friends of the Local Offer meetings feed into ongoing development 	
	7.2b Ensure parents/carers understand the refreshed Transport Policy	September 2024	Communications Team	<ul style="list-style-type: none"> Parents, carers and young people report that they understand the transport options and support available to them 	

Area for Improvement 2: Leaders across the partnership should continue to develop the range of suitable AP available to children and young people in Bury. Leaders should further embed the improved oversight of AP and EOTAS packages in Bury. They should publish the refreshed policy for EOTAS, providing support so that this policy is clearly understood.

Priority Lead: Stephen Holden (Director of Education and Skills)

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact? <i>Milestones/QA</i>	Links & Dependencies
8.1 Children and young people receive good quality Alternative Provision (and EOTAS) that meets their needs	8.1a Develop and finalise AP Strategy 2024-26, including Section 19 responsibilities and EOTAS	December 2024	Nick Bell, Secondary Inclusion Lead – Schools	<ul style="list-style-type: none"> Strategy published on Local Offer Section 19 policy reviewed and revised policy published 	PSV 7
	8.1b Rationalise existing processes to ensure single oversight of pupil placement, commissioning and quality assurance for AP and EOTAS	June 2024	Nick Bell, Secondary Inclusion Lead – Schools	<ul style="list-style-type: none"> System oversight and assurance available to SIAB AP policy in place to ensure coherent systems and processes for placement and monitoring of outcomes Children in good quality AP provision Positive outcomes for young people in AP and EOTAS in terms of reintegration to school, transition to further education 	PSV 7 PSV 6

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact? <i>Milestones/QA</i>	Links & Dependencies
				and training, numeracy and literacy, attendance and engagement	
	8.1c Co-produce and confirm EOTAS Policy	September 2024	Wendy Young, Head of Service –SEND & Inclusion	<ul style="list-style-type: none"> EOTAS Policy published on Local Offer Parents, carers and young people report that they understand the EOTAS policy and the support available to them. 	PSV 6
	8.1d Improve processes for considering new EOTAS package and reviewing existing ones through the annual review process.	March 2025	Nick Bell, Secondary Inclusion Lead – Schools	<ul style="list-style-type: none"> Rigorous and transparent decision-making processes in place to consider EOTAS requests Appropriate and proportionate EOTAS packages in place ensure positive pupil outcomes All new packages are considered by Resource Panel 	PSV 6
8.2 Children & young people have access to a range of suitable Alternative Provision (AP)	8.2a Complete needs analysis	September 2024	Nick Bell, Secondary Inclusion Lead – Schools	<ul style="list-style-type: none"> Reduce demand for longer term AP through identifying AP packages to support early intervention 	PSV 7
	8.2b Renew procurement and update directory with new providers	September 2024	Nick Bell, Secondary Inclusion Lead – Schools	<ul style="list-style-type: none"> Up-to-date directory with a broader array of providers to better meet need Increased range of provision to provide targeted support on schools and reduction in longer term placements in Alternative Provision 	PSV 7

Area for Improvement 3: Leaders across the partnership should work collaboratively to create a partnership-wide workforce development strategy. This should focus on coordinating training support and guidance to improve health, social care and education professionals' ability to identify, assess and meet the needs of children and young people with SEND, from birth to 25

Priority Lead: Will Blandamer (Executive Director Health & Adult Care & Deputy Place Based Lead, NHS GM)

Desired outcome for children & young people	Actions	By When	Named Lead	How will we measure impact?	Links & Dependencies
9.1 Children & young people & families in Bury receive good quality, well informed support from professionals across the partnership	9.1a Map current training offer across the partnership in relation to identification and meeting the needs of children with SEND, and evaluate its effectiveness	December 2024	Wendy Young, Head of Service –SEND & Inclusion	<ul style="list-style-type: none"> Parents/carers and young people to share their lived experience in workforce training Attendance at training sessions by different cohorts Positive feedback from attendees about difference made 	PSV 10
	9.1b Develop Partnership Workforce Strategy	January 2025	HR & OD Team	<ul style="list-style-type: none"> Comprehensive and enduring CPD programme for schools and settings is established with a focus on Early Identification and Early Intervention to embed the Graduated Approach in all settings, including schools, colleges and early years Induction Plan available for all new staff in SEND roles across the partnership 	
	9.1c Develop Partnership Learning & Development Plan	March 2025	HR & OD Team	<ul style="list-style-type: none"> Develop a comprehensive training and consultation offer to Bury educational and community settings, based upon recently carried out surveys with key stakeholders. 	

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Area SEND inspection of Bury Local Area Partnership

Inspection dates: 12 to 16 February 2024

Dates of previous inspection: 13 to 15 May 2019

Inspection outcome

There are widespread and/or systemic failings leading to significant concerns about the experiences and outcomes of children and young people with special educational needs and/or disabilities (SEND), which the local area partnership must address urgently.

A monitoring inspection will be carried out within approximately 18 months. The next full reinspection will be within approximately three years.

As a result of this inspection, HMCI requires the local area partnership to prepare and submit a priority action plan (area SEND) to address the identified areas for priority action.

Information about the local area partnership

Bury Council and NHS Greater Manchester Integrated Care Board (ICB) are jointly responsible for the planning and commissioning of services for children and young people with SEND in Bury.

There have been changes in the senior leadership of Bury's SEND services since the previous inspection. These include the appointment of a new executive director of children's services and new cabinet members for children and young people and health and adult care.

The commissioning of health services changed across England in 2022. On 1 July 2022, NHS Greater Manchester ICB became responsible for the commissioning of health services in Bury. The chief executive of the council was appointed as the place lead for NHS Greater Manchester in Bury, and the council's executive director for health and adult care became the deputy place lead.

The local authority uses a range of alternative provision (AP) for children and young people. This includes those who cannot attend school due to medical needs and those children who have been permanently excluded.

What is it like to be a child or young person with SEND in this area?

Too many children, young people and their families have experienced limited positive change over time. They, and professionals, described a 'stop/start' approach to the design and implementation of the SEND strategy in Bury. The experiences of many children and young people with SEND, and their families, have been poor for too long. Transformational change to Bury's SEND services has started. New structures and systems now provide a more secure foundation for future growth. However, many improvements are in the very early stages of development.

Many children and young people wait too long for some services and diagnostic pathways. The partnership has not focused enough energy on truly understanding what this means for children, young people and their families and the impact that these delays in diagnosis have on them. The recently strengthened partnership has driven some improvements effectively. Over the last 12 months, there has been a significant improvement in the timeliness of assessments for many health services. The partnership is involved in several positive and innovative projects. However, it is too early to see the impact of many of these projects on the experiences of children and young people.

Children and young people awaiting specialist health assessments, or speech and language therapy, do not receive useful support. The concept of 'waiting well' is more of a strapline than a reality, particularly for those awaiting a neurodevelopmental assessment. There is very little offered to help meet the needs of children, young people, and their parents and carers while they wait for these services.

The quality of education, health and care plans (EHC plan) in Bury is typically poor. While partnership leaders know what a 'good' EHC plan should look like, and plan writers have benefited from recent training to improve their work, the quality of many EHC plans remains unacceptable. In part, this is due to professionals providing generic outcomes and provision that are not personalised closely enough to children and young people's needs. Additionally, social care professionals do not routinely contribute to children and young people's EHC plans when relevant, as they are not always invited to do so when there has been social care involvement. Consequently, these children and young people's EHC plans do not reflect all of their needs effectively.

Many children and young people's EHC plans are significantly out of date. Some examples sampled during the inspection, for older young people with SEND, described the young person when they were a child in primary school. While the statutory annual reviews are completed, EHC plans are not updated to reflect children and young people's changing needs accurately. Therefore, many EHC plans are not useful to parents, carers, professionals, and children and young people. As a result, professionals' ability to meet the needs of children and young people is hindered. This contributes to continued frustration with the SEND system.

Transitions across health, social care and education are underdeveloped. As a result, many children and young people experience poor transitions throughout their lives. For example, when young people move from children's to adult services, and from early years to primary education, transitions are not well managed. This is because of a lack of a joined-up, strategic approach to effective transition planning. For many children and young people, transition planning did not start until the point of transition.

For many children and young people, their needs are not identified accurately and assessed in a timely and effective way. Furthermore, young children do not benefit from a robust approach to identifying and assessing their needs at the earliest opportunity. Many professionals work in isolation and do not share relevant information with each other. As a result, some children and young people move to primary, secondary or tertiary education with unidentified and unmet needs. The partnership has recognised that the support for children and young people's social, emotional and mental health needs is variable and not widespread. It is establishing an improved model of support.

Inspectors met with many supportive, professional and dedicated practitioners and leaders. These professionals, including school support staff, the children's complex needs team and the care leaving service, are praised for their commitment by children, young people and their families. Many pieces of work to improve the SEND system in Bury have started. That said, there is significant work to do to improve the experiences of children and young people with SEND and their families.

What is the area partnership doing that is effective?

- Partnership working has been strengthened since the previous inspection. This renewed approach has created improved governance and strategic direction. The introduction of an independent chair to the SEND partnership board offers further opportunity for scrutiny, support and challenge.
- Several teams are appreciated by settings, professionals and parents and carers for providing useful, timely and specialist support to help assess children's emerging and changing SEND needs. These services include physiotherapy, occupational therapy, school nursing, the virtual school and the hearing and visual impairment teams.
- Leaders have secured significant investment from the ICB to improve the child and adolescent mental health service (CAMHS), which includes the school-age neurodevelopmental pathways for the assessment of autism and attention deficit hyperactivity disorder (ADHD). Waiting times have reduced using 'blitz' activities, while maintaining service quality.
- Leaders provide parents, carers, children and young people with forums to discuss the SEND strategy in Bury. For example, they do this through the youth council and children in care council. 'Bury2gether', the local parent carer forum (PCF), is included in many strategic boards. This allows the PCF to contribute their views.
- Leaders across the partnership use a range of data to identify emerging trends in Bury accurately. This has been recently improved with a refreshed joint strategic needs assessment, service performance data and several dashboards to track cohorts

of children and young people. As a result, the partnership has started to deploy its resources more effectively to meet children and young people's needs.

- Leaders have established effective oversight arrangements for children and young people who use AP. The partnership completes quality assurance visits to local settings and the AP assurance board monitors the effectiveness of settings regularly. AP is being used appropriately to re-engage children, young people and their families with mainstream education.
- Recently improved systems to monitor requests for elective home education (EHE) help to ensure that decisions are made in children and young people's best interests. For example, requests for EHE are now sent to the multi-agency safeguarding hub for consideration.
- Children and young people have timely access to the physiotherapy service. There is a strong culture of improvement and learning within the service. For instance, they successfully implemented an adaptive cycling offer within a special school. Consequently, children can join in with cycling clubs alongside their peers on both adaptive trikes and standard bicycles.
- Leaders have established an outreach and support service to develop professional knowledge across Bury. This includes 'coffee and catch up' special educational needs coordinator support meetings. The SEND support service offers welcomed support and challenge to schools across Bury and promotes the graduated approach toolkit.
- The children with disabilities team has received significant investment. The team completes effective direct work with children and young people. This considers the views of children, young people and their families in decisions about their support.
- The local area partnership has increased the size of the SEND team. This has improved the timeliness of the EHC needs assessment process. Consequently, most EHC plans are now completed within the 20-week statutory timeframe.
- The partnership has secured additional specialist provision. This includes new free schools and a substantial increase in the number of specially resourced provisions which are available. Supported internships provide a range of high-quality placements with local employers. Consequently, more children and young people with SEND receive their education in Bury.
- Children and young people receiving education and care in residential special schools, including those placed out of area, benefit from effective oversight of their placements. Communication between the teams involved with these children and young people is effective. The partnership's oversight of local authority commissioned AP helps to ensure that children and young people are placed in safe settings that contribute to their education and outcomes.

What does the area partnership need to do better?

- Many parents, carers and professionals report poor communication between services in Bury and from the partnership. As a result, trust in the SEND system has been lost. Parents, carers, children and young people have experienced significant change over

the years. While new leaders have secured a foundation for future improvement, they have not communicated their plans to stakeholders, including children, young people, their families and professionals well enough. This leads to uncertainty about the pace of change and the direction of travel.

- The voice of the child or young person is frequently absent from their EHC plans. This means that children's, young people's and their families' views are not considered as well as they should be during the EHC needs assessment and annual review process. Many EHC plans are significantly out of date. Furthermore, despite some recent improvements to the quality of EHC plans, many are of an unacceptable quality. They do not provide a holistic view of the child or young person's needs and provision across education, health and social care.
- Preparation for adulthood is rarely considered well in children and young people's EHC plans. Recent training for partnership staff is not impacting positively on improvements to preparation for adulthood for children and young people. As a result, young people and their families do not receive timely information and guidance about their next steps in life.
- Professionals across the partnership, including in early years, schools and further education settings, have limited access to the educational psychology service. The service primarily focuses on completing statutory assessments for EHC plans. This limits professionals' ability to gain psychological advice to help assess and meet children and young people's needs as early as possible. Furthermore, stakeholders' understanding of what the service offers is underdeveloped. As a result, some settings, and parents and carers, apply for an EHC plan to access educational psychology advice and guidance.
- The graduated approach to meeting children and young people's needs in Bury is not well understood and is used inconsistently. While the partnership has identified that this needs to improve, the robust focus on the graduated approach only started in Autumn 2023. Consequently, this is not embedded fully across the local area and some children and young people's needs are not identified, assessed and met in line with the code of practice.
- There is no strategic, coordinated and effective approach to sharing information about children and young people when they transition between phases. Individual schools and settings lead this, and this results in gaps in knowledge about a child or young person. This limits leaders' ability to plan for children and young people's needs effectively.
- Some professionals' reports do not reflect leaders' ambitions to focus on children and young people's strengths. There is a partnership commitment to move to a social model, not a medical model, of disability. However, some professionals' reports hinder this priority. For example, several reports seen during the inspection ask parents and carers to manage their expectations about their child's aspirations.
- The recently established EHC portal is not always as accessible and efficient as leaders intend. This reduces the ability for effective information sharing across education, health and social care professionals.
- While seen as a strong example of coproduction by parents, carers and professionals,

the renewed local offer has not been launched. Parents, carers and professionals are not clear as to why this is the case. Unfortunately, despite the project being welcomed, the delays in the launch of the local offer further damaged stakeholders' trust in the partnership's ability to embed sustained change.

- The current policy for children and young people educated other than at school (EOTAS) is underdeveloped. Leaders recognise this and are working with agencies, alongside parents and carers, to co-produce a policy. The lack of a suitable, co-produced and well-understood policy makes decision-making difficult. There remain some inappropriate historic packages of support that leaders are working to improve so that these children and young people's needs can be more effectively met.
- While leaders have acted swiftly due to the findings during this inspection, a very small number of EHC plans name unregistered AP settings. This means that children and young people with SEND are placed in unregulated provision. Leaders recognise the need to improve the sufficiency and range of suitable AP, especially for post-16 young people with SEND in Bury.
- The current home-to-school transport policy is not widely understood by parents, carers and practitioners. Many parents are dissatisfied with the changes made to their child's transport arrangements, usually without consultation or explanation. The partnership has launched a consultation regarding the transport policy.
- The current commissioning arrangements for the health visiting service have left health visitors stretched to capacity. Longstanding issues impact negatively on the service's ability to universally identify children's needs early.
- Children and young people wait too long for assessment and intervention from some health services, such as the speech and language therapy service and community paediatricians. The average waiting time for speech and language therapy is 75 weeks for an initial appointment post-triage, and the average waiting time for a community paediatric assessment is 39 weeks. These children, young people and their families do not receive useful help while they wait.
- For those awaiting a neurodevelopmental assessment, children under five years old wait on average six months for an autism assessment and children over five wait up to 15 months for an autism or ADHD assessment. There is also a 13-month wait for children and young people to access an appointment for medication which creates a secondary wait following diagnosis. The local area partnership has not provided these children, young people and their families with sufficient useful support while they wait. Work has only recently begun to consider what this means for families who are awaiting support during the diagnostic process. Furthermore, the partnership does not have a systematic way of identifying, assessing or responding to children and young people's escalating needs while they wait. This damages parents' and carers' trust in the SEND system, and some children and young people's needs escalate while they wait.
- There is currently no locally agreed provision in place for older young people, aged 18 to 25, to access an assessment for ADHD or autism. Leaders have a weak grip and understanding of those young people over 18 years old and the impact of any potentially undiagnosed needs. There is also no oversight of the quality of the

diagnostic services that these young people may be accessing as many are web-based via the 'right to choose'.

- Thresholds to access services across the partnership are not widely understood. For example, there is a lack of clarity around thresholds for core CAMHS and social care and what they can offer to children, young people and their families. This results in duplication of work and further confusion in the SEND system.
- Despite lots of pockets of professional development, including networks and formal courses, there is no strategic workforce development plan across the partnership. As a result, there is a limited approach to prioritising workforce development to match the current needs in the area. Furthermore, the partnership has not capitalised on some specialist settings that have considerable expertise, such as those supporting young children with SEND and those helping young people at risk of permanent exclusion.

Areas for priority action

Responsible body	Areas for priority action
Bury Metropolitan Borough Council and NHS Greater Manchester ICB	Leaders across the partnership should ensure that the SEND strategy continues to be implemented to improve the lived experiences of children and young people with SEND. This should be overseen by shared strategic governance to ensure that the pace of improvement is maintained.
Bury Metropolitan Borough Council and NHS Greater Manchester ICB	Leaders across the partnership should work collaboratively and effectively to improve the early identification of children and young people's SEND as part of the graduated approach. In particular, they should urgently improve: <ul style="list-style-type: none"> • children's access to support from education, health and social care to improve the early identification of needs • children, young people's and professionals' access to an effective, well-resourced educational psychology service.
Bury Metropolitan Borough Council and NHS Greater Manchester ICB	Leaders across the partnership should improve the quality and availability of support for children, young people and their families while they wait for specialist assessments. This includes: <ul style="list-style-type: none"> • children and young people waiting for a speech and language therapy assessment and subsequent intervention • children waiting for a community paediatric assessment and subsequent intervention

	<ul style="list-style-type: none"> children and young people on a neurodevelopmental pathway for an assessment of ADHD or autism. <p>Leaders across the partnership should also ensure that young people aged up to 25 years old have access to a locally agreed neurodevelopmental diagnostic pathway.</p>
Bury Metropolitan Borough Council and NHS Greater Manchester ICB	Leaders across the partnership should improve preparation for adulthood from the earliest ages for all children and young people with SEND in Bury. This should include a well-understood and co-produced strategy to embed preparation for adulthood effectively across the partnership.
Bury Metropolitan Borough Council and NHS Greater Manchester ICB	Leaders across the partnership should establish and implement a strategic approach to high-quality transitions for children and young people with SEND from birth to 25.
Bury Metropolitan Borough Council and NHS Greater Manchester ICB	<p>Leaders across the partnership should further improve the quality of the statutory EHC plan process. This should include:</p> <ul style="list-style-type: none"> improving the quality of advice received from professionals as part of the needs assessment process improving the timeliness and quality of updated EHC plans following annual reviews improving appropriate social care contributions to EHC plans so that children and young people's social care needs are reflected more accurately improving the focus on preparation for adulthood in children and young people's EHC plans so that their experiences and outcomes improve.

Areas for improvement

Areas for improvement
Leaders across the partnership should improve communication to professionals, parents and carers and children and young people so that their strategies, actions and impact are better understood and that trust in the SEND system improves. The partnership should ensure that the local offer is updated regularly to provide parents, carers and other stakeholders with sufficiently accurate information.
Leaders across the partnership should continue to develop the range of suitable AP available to children and young people in Bury. Leaders should further embed the improved oversight of AP and EOTAS packages in Bury. They should publish the refreshed policy for EOTAS, providing support so that this policy is clearly understood.
Leaders across the partnership should work collaboratively to create a partnership-wide workforce development strategy. This should focus on coordinating training,

support and guidance to improve health, social care and education professionals' ability to identify, assess and meet the needs of children and young people with SEND, from birth to 25.

Local area partnership details

Local Authority	Integrated Care Board
Bury Metropolitan Borough Council	NHS Greater Manchester ICB
Jeanette Richards, Executive Director of Children's Services	Mark Fisher, Chief Executive
www.bury.gov.uk	www.gmintegratedcare.org.uk
3 Knowsley Place Duke Street Bury BL9 0EL	4 th Floor Piccadilly Place Manchester M1 3BN

Information about this inspection

This inspection was carried out at the request of the Secretary of State for Education under section 20(1)(a) of the Children Act 2004.

The inspection was led by one of His Majesty's Inspectors (HMI) from Ofsted, with a team of inspectors, including an HMI from social care and an Ofsted Inspector from education; a lead Children's Services Inspector from the Care Quality Commission (CQC); and two Children's Services Inspectors from the CQC.

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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	EOTAS Policy
Lead Officer (SRO or Assistant Director/Director)	Nick Bell / Wendy Young
Department/Team	Education
Proposed Implementation Date	June 2025
Author of the EqlA	Nick Bell
Date of the EqlA	16.05.2025

1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?
<p>Can embed or link to existing report/document in this section</p> <ol style="list-style-type: none"> Area for Improvement 2 from the SEND Impact Plan states that Leaders across the partnership should continue to develop the range of suitable AP available to children and young people in Bury. Leaders should further embed the improved oversight of AP and EOTAS packages in Bury. They should publish the refreshed policy for EOTAS, providing support so that this policy is clearly understood. Section 61 of the Children and Families (CFA) Act 2014 sets out when a local authority can decide that a child or young person's special education provision can be made otherwise than at school. A local authority can only do this in consultation with parents or young people if it is satisfied that it would be inappropriate for provision to be made at a school, post 16 or early years setting. There are currently 42 young people in Bury with Education Health and Care Plans who have EOTAS status and packages in place. The Policy has been co-produced with the parents of EOTAS young people over the past 12 months through a series of parent forums.

5. Revised procedures for considering EOTAS requests and for developing packages are in place in line with the principles contained within the new policy and multi-agency decision making processes are in place. Two sets of training have been provided to the EHC Team with regard to EOTAS, EHE and Section 19 to ensure that appropriate support is provided.

The intended outcomes are:

- To ensure clarity regarding the legal context, procedure and practice for EOTAS packages
- To ensure good educational outcomes for young people who are EOTAS
- To ensure that the provisions detailed within the young persons EHCP are effectively delivered
- To ensure value for money with regard to packages of support

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')** **No** The policy does not affect any particular employees. The policy is designed to bring greater clarity in order to support staff when working with EOTAS cases and when developing packages of support for young people. The policy ensures a multi-agency approach to considering requests for assessment and case officers are supported with managing cases. These practices have been implemented during the course of this year. Staff have received two sets of training with regard to EOTAS and have been supported in planning meetings with parents with regard to new cases. There is not an impact on staff structure or roles.

Community/Residents: **Yes/No (state reasons for answering 'no')** **Yes** The policy is intended to have positive impact on those young people who are or may become EOTAS and to address issues raised. The policy is designed to clarify and improve existing processes. The policy has been co-produced over the course of the year with the parents of young people who are EOTAS and wider parents including Bury2gothor were also involved in this. These co-production sessions have been well received. The policy impacts a relatively small number of young people all of whom have EHCP's. There is no fixed base for EOTAS packages and therefore no impact on residents in this respect.

Third parties such as suppliers, providers and voluntary organisations: **Yes/No (state reasons for answering 'no')** **No** The policy does not impact any particular providers. There are no providers that have contracts specifically for EOTAS. Through this

policy the local authority would use providers on the approved providers list as is the case at present. New providers have the opportunity to join the providers list on an annual basis. There are no providers that would cease to be used specifically as a result of this policy.

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:

Data:

Stakeholder information/consultation: The policy has been co-produced with families and Bury2gether to address issues raised by them – some of the key issues raised at the start of the process were:

- Ensure clarity between EOTAS, EHE and Section 19 for all stakeholders
- Ensure greater understanding and empathy with young people and their families
- Ensure that packages are bespoke and flexible in order to meet
- Ensure support for packages and placements
- Ensure that packages are equitable and provide a good educational provision.
- Ensure that provision normally provided through schools such as access to school health teams, Connexions etc, is available to the EOTAS cohort

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	Supporting age appropriate education whilst EOTAS	Parents requested greater clarity and improved quality of support for developing packages	Policy increases clarity and improved outcomes focussed packages of support	Positive
Disability	EOTAS likely to disproportionately affect disabled children and young people	Parents requested greater clarity and improved quality of support for developing packages	Improved process for considering agreeing/EOTAS in order to ensure disabled children and young people are not disadvantaged Improved processes for monitoring and developing packages in order to ensure needs are met. Packages are bespoke and flexible.	Positive

			Transport allowances have been added to the policy	
Gender Reassignment	Transgender children/young people more likely to experience disadvantage, discrimination and harassment in school and have specific support needs	Parents requested greater clarity and improved quality of support for developing packages	All packages are bespoke and flexible with improved processes for them to be developed in accordance with a young persons needs.	Positive
Marriage and Civil Partnership	No Impact Identified			
Pregnancy and Maternity	No Impact Identified			
Race	Children/young people more likely to experience disadvantage, discrimination and harassment in school due to race and require specific support needs	Parents requested greater clarity and improved quality of support for developing packages	All packages are bespoke and flexible with improved processes for them to be developed in accordance with a young persons needs.	Positive
Race	Children/young people and their families/responsible adults require additional support to		Policy and communications can be translated or interpreted as required	Neutral

	access and use the policy if the first language is not English			
Religion and Belief	Provision within the policy may need to consider and be inclusive of religious and cultural needs		A wide range of providers are available to be included as part of package. Packages are bespoke and flexible and will be developed with parents in order to take account of any requirements. Where not available through the AP Directory.	Positive
Sex	Provision within the policy may need to consider and be inclusive of gender specific needs		The policy allows for bespoke and flexible packages in order to ensure that all needs are met. There are approx. 80 the providers on the directory ensuring a wide range of staffing that is available to meet young people requirements	
Sexual Orientation	Children/Young People identifying as LGBTQ+ more likely to face significant disadvantage,	Parents requested greater clarity and improved quality of support for developing packages	The policy allows for bespoke and flexible packages built around a young persons needs.	

	discrimination and harassment in school and have specific support needs			
Carers	Children/Young People who are carers may require additional support mechanisms within the provision of the policy		The policy states that where there are other agencies involved a multi-disciplinary approach would be taken – this would include young carers where required.	
Looked After Children and Care Leavers	Children/Young People who are within the care system may require additional support mechanisms within the provision of the policy		The policy states that where there are other agencies involved a multi-disciplinary approach would be taken – this would include the virtual school, social care and Early Help teams.	
Socio-economically vulnerable	Children/Young People from families or communities experiencing social and economic vulnerabilities and disadvantages may require additional and specific support		FSM provision has been built into the policy The policy states that where other agencies are involved they will be consulted as part of the process (e.g. social care) of agreeing the package and that an MDT approach will be taken to	

	provisions within the policy		planning of provision once EOTAS status is agreed.	
Veterans	No impact identified			

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)

Impact x Likelihood = Score			Likelihood			
			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	1 = Low Risk
3.3 Reasons for risk level calculation	<p>The policy has been co-produced with families and parent groups in order to address the issues that they have raised. As such the policy is designed to address these concerns and ensure a positive impact on children and young people.</p> <p>The policy ensures greater clarity about EOTAS, EHE and S19 and thus promotes improved understanding across stakeholders.</p> <p>The processes contained within the policy is designed to ensure that there is a clear, transparent and equitable decision-making process for agreeing to EOTAS status. The policy is also designed to deliver improved, outcome focussed packages for young people that are EOTAS</p> <p>Issued raised by parents through co-production such as FSM, Transport and access to services such as school nurse and Connexions.</p>

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	No negative impacts are identified and the policy, a required by the SEND improvement plan, is
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	Nick Bell	210525	
Responsible Asst. Director/Director	Stephen Holden	210525	
EDI	Lee Cawley	220525	QA complete. The policy has mainly positive impacts on a number of characteristics and circumstances and has the flexibility to respond to the specific needs people may have when accessing and using the policy.

EqIA Revision Log

5.2 Revision Date	Revision By	Revision Details



Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 11 June 2025
Subject:	Local Growth and Place Flexible Grant (formerly UKSPF Y4)	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

1. This note provides an update regarding GM UK Shared Prosperity Fund Years 1-3 and the extension of this now called Local Growth and Place Flexible Grant (LGPFPG) programme for Bury including Bury's grant allocation.

Recommendation(s)

2. Cabinet members note the update and the allocations for the Local Growth and Place Flexible Grant Funding

Reasons for recommendation(s)

3. n/a

Alternative options considered and rejected

4. n/a

Report Author and Contact Details:

Name: Sarah Porru

Position: Assistant Director of Regeneration

Department: Place

E-mail: S.Porru@bury.gov.uk

Background

5. GM UKSPF Year 1-3 Programme Update

- 5.1 Bury Council was allocated UK Shared Prosperity Fund (UKSPF) through the following interventions:
 - Communities and Place Investment Priority fund (E1/3/6 Investment Interventions). A total of £1,662,478 was awarded. The funding has been allocated to 10 projects consisting of council projects and external projects.
 - Investing in enterprise infrastructure and employment/innovation site development projects (E22 Investment Intervention). A total of £1,270,423 was awarded. This funding is supporting the delivery of the Radcliffe Enterprise Centre (Radcliffe Works). However, due to numerous issues a

contingency project of Radcliffe Market Chambers was used to complete the defrayment of the funding and an internal funding swap has been approved. This means the capital for the Market Chambers will now be used for the completion of the Radcliffe Library

- 5.2 The final submission was made to GMCA on 14th April 2025 in line with their deadline request.
- 5.3 This will be the final update on UKSPF.

6. Local Growth and Place Flexible Grant 2025/2026

- 6.1 An additional year of funding (formerly UKSPF Year 4 programme) was confirmed with the key focus on Local Growth and Place to feed into the expected outputs and outcomes linked to integrated settlement and the Greater Manchester Strategy. The grant could be used to continue existing UKSPF activity, and fund "shovel ready" capital projects however, the projects proposed could not replace existing committed projects, they must be projects that couldn't exist without the flexible grant i.e. must be new activity. It was also stressed that funding would be to support additional activity and should not be used to deliver core services/fill funding gaps in resources that do not deliver the outcomes directly.
- 6.2 The total amount awarded to Bury is £1,794,628. This amount includes an award for administration costs of £65,000 which means the total amount available for project delivery is £1,729,628. LGPFG will form a single flexible grant includes what was E1,3,6 and E22 under UKSPF Years 1- 3.
- 6.3 Reporting templates are yet to be received however will be lighter touch, on a quarterly basis, with payments made quarterly in arrears based on evidence of spend.

7. Project shortlisting

- 7.1 All project leads were asked to complete a Local Authority Project Template providing an overview/description of the Flexible Grants proposal demonstrating how the project fits with Outcomes and Outputs Framework. Project leads were asked to demonstrate ability to deliver the project spend and provide a financial profile.
- 7.2 Project submissions were assessed by an internal project panel against deliverability, outcomes and outputs, VFM and alignment with corporate priorities.
- 7.3 The submitted projects were evaluated against grant criteria, corporate priorities, delivery of outputs and outcomes and deliverability and reach by an internal panel. The panel included: Eamonn O'Brien (Leader), Cllr Charlotte Morris, Paul Lakin, Jacqui Dennis, Laura Pollington

- 7.4 The table at appendix A shows final projects recommended by the internal panel.
- 7.5 These have been submitted to GMCA on the by the deadline of 5th March 2025.

Project Name	Description	Total Project Costs
Bury Means Business Creative Content/Place Promoter (borough wide)	Post to promote Place and growth across all media channels	£43,500
Bury Culture Project (borough wide)	A range of projects including events to support visitor economy, creative industries and investment in our venues and spaces with the community	£236,000
Bury Indoor Market Development	Commission study to support the development of the indoor Market Hall location	£170,000
Town Centres Regeneration	Deliver a series of public realm initiatives to enhance key areas within our town centres and deliver some of the aspirations of existing the Town Plans.	£680,128
Radcliffe Enterprise Centre and business Support	Completion of the transformation of Radcliffe Library to Enterprise centre.	£600,000
Admin Fee	Costs set out in the GFA to manage the programme.	£65,000
TOTAL EXPENDITURE SUMMARY		£1,794,628

8. Next Step

- 8.1 Project Leads have been notified and templates for reporting will be shared once received from GMCA.
- 8.2 LGPFG Deliver Project Board has been set up with Terms of Reference produced and monthly meeting scheduled.
- 8.3 Governance of schemes that are to be defrayed through other organisations to be agreed and confirmed (e.g. Culture grants to community organisations)

Links with the Corporate Priorities:

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

9. Local – Town Centre improvements across Bury, Whitefield and Ramsbottom to support delivery Town Plans. Bury Market development proposals.
10. Enterprising – Radcliffe Enterprise Centre completion to deliver SFR aspirations to support local businesses and deliver growth in the town
11. Together – Bury Culture Strategy delivery and support communities to engage.
12. Strengths - Place Promotion post to promote Bury to residents, businesses and visitors.

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**. There must be a signed off EIA template appended with a full analysis or explanation as to why an analysis is not needed for the report to be put forward to cabinet.*

Intranet link to EIA documents is [here](#).

Sign off to be completed by the Council's Equality, Diversity and Inclusion (EDI) Manager (contact l.cawley@bury.gov.uk for advice).

13. EIA not required as this is an update on this Grant Funding Agreement with GMCA with no changes to policy or practices within the council.

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)*

14. n/a

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Inability to spend funding within timeframe	Project Management governance in place to monitor and manage
Costs exceeding budget	Cost planning before start and monitor and manage monthly with Project Board
Third Party grants via Culture	Governance to be set up and monitor and manage in service

Legal Implications:

15. The receipt and allocation of the Local Growth and Place Flexible Grant is subject to the provisions of the Subsidy Control Act 2023 and the Council must ensure that the use of the Grant does not constitute an unlawful subsidy. Lawful procurement processes should be used to select commercial recipients of grant money or grant agreements used where appropriate.

Financial Implications:

To be completed by the Council's Section 151 Officer.

16. Finance notes the report above and are working with the grant administrators & project managers to accurately monitor expenditure and support on grant returns.

Appendices:

Background papers:

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

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

Term	Meaning
UKSPF	United Kingdom Shared Prosperity Fund
LGPFPG	Local Growth and Place Flexible Grant

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Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 11 June 2025
Subject:	Radcliffe Enterprise Centre Operator Tender	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

1. As construction commences at Radcliffe Library for the conversion of the ground floor to an Enterprise Centre, permission is sought to procure an operator.

Recommendation(s)

2. Approve the procurement of an operator for the Enterprise Centre is granted which should be before the construction is completed in November 2025. However, further approval will be sought on appointment of the successful operator and the terms agreed before entering into any formal agreement.
3. Approve the operator taking on responsibility for managing the facility as a commercial entity as well as dealing with maintenance of the building. The operator will also be required to deliver a programme of business support from the centre with the aim of supporting the business community across Bury.

Reasons for recommendation(s)

4. The feasibility study demonstrated that appointing a third-party operator offers the lowest risk to the Council and showed, within the indicative commercial models, the generation of profit by year 3. In contrast, Council owned and operated models were not expected to return a profit until years 4/5.
5. The other option for operation considered within the feasibility study was a Council owned and operated service; by either the Library Service or as a commercial space managed Land and Property team, operated by the Business Investment Team.
6. Operation of the Enterprise Centre by the Council's Library service option was the most expensive option based on costs supplied.
7. Council Commercial operation managed by Land and Property, operated by Business and Investment would be the most cost effective however the Council does not have the capacity to operate the centre or the experience of operating such a facility. It would need to recruit additional resources to manage the centre. This option would also not offer business support element and be reliant on partners and library service to fulfil this requirement. This has been deemed untenable, it would also retain responsibility for building maintenance within the Council, a model the Council is seeking to move away from.

Report Author and Contact Details:

Name: Sarah Porru

Position: Assistant Director of Regeneration

Department: Place

E-mail: S.Porru@bury.gov.uk

Background

Bury Council secured £1.3 million from the Government's UK Shared Prosperity Fund, which alongside £800,000 of Council funding with the addition of £600,000 from the Local Growth and Place which will be used to convert Radcliffe Library into an Enterprise Centre. The centre will include meeting, co-working and office space and will provide much needed employment space in Radcliffe town centre.

This development is taking place in the context of a £40m regeneration of Radcliffe town centre which will deliver a new multi-use Civic Hub, a renovated Market Chambers and improved public realm. The Civic Hub which will house the new library will be completed in mid-2026 and will help to deliver transformational change and increase footfall in Radcliffe town centre.

As a borough, Bury has a lack of employment space, the Council receives an average of 25 requests for land/office space each month but there are not the facilities to meet these requests. The new enterprise centre will provide occupancy for up to 50 people and will provide a new and attractive town centre office location.

The building has been operating as a library since 1907 and is a well-used and culturally important asset to the town centre. It is being vacated due to the development of the Civic Hub which will bring together a number of council services such as the library and leisure. The building is less than a 10-minute walk from Radcliffe tram stop, is served by multiple bus routes and is easily accessible from the M60.

Feasibility Study

An initial feasibility study was completed in 2023 by Focus Consultants on both Ramsbottom Civic Hall and Radcliffe Library which concluded that the two were suitable for use as an enterprise centre.

In June 2024 Focus Consultants were appointed to assess options for the management and operation of these proposed enterprise centres.

Comparator research was conducted on a number of different models and operators. Each were assessed against a series of criteria:

- Deliverability / risk
- Potential for income generation for the Council
- Potential to retain some element of community focus

Given the buildings are to remain in Council ownership three models were available:

- Owner Management
- Partnership with a specialist operator
- Lease

Conclusion:

Given the income risk, it is considered more likely that, for Radcliffe, a third-party management agreement is likely to be the most deliverable option

The options have been modelled firstly on Bury Library Service or Bury's Land & Property team operating the centre and secondly, a third party operating the centre on a management agreement basis.

The indicative commercial model shows, based on the assumptions set out above that both options will not generate surpluses in the short term. The projections suggest that a management agreement option could start to generate some small surpluses by year 3. However, these surpluses would not necessarily sit with the Council, depending on the nature of the management agreement, although it is recommended that the model ensures that surpluses are shared to start to see a reduction in the financial requirement for the Council.

It is recommended that a procurement exercise is undertaken, seeking an operator for the enterprise centre on a management agreement basis. The soft market testing has indicated that there is likely to be some interest in this opportunity, under a management agreement model.

The Council will be required to meet operating costs in the short term whilst the operator secures tenants and builds the centres reputation. The first floor is currently housing the library and is therefore out of scope until year 2, at which point it will provide further rentable space. Operating costs are estimated as follows:

- a. -£71,525 first year
- b. -£43,930 second year
- c. +£7,155 in third year

The Economic Development and Projects team are being supported by the Councils procurement team with the intention to procure an operator through an open tender on the Chest. The tender will be open for a 4-week period.

There is zero cost for the procurement exercise.

Library Operations

The library will remain open on the first floor of the building whilst the transformation of the ground floor is completed. Once the Hub opens and the library decants the first floor will be incorporated into the Enterprise centre.

Covenant

Following the identification of benefactors, we have made contact to see if they are agreeable to the release/ variation of the covenant thus allowing the Council to proceed with its plans to move the Library Services to the hub without being in

breach of the covenant. The response has thus far been positive and negotiations are ongoing.

As the Council have limited recent experience in dealing with cases of this nature, property services are seeking to instruct external agents to value the premium sum for release and negotiate on our behalf. We will seek approval to instruct once we have full details of their proposal/ fees in the next couple of weeks. The appointed external agents will also be instructed to check that there are no other parties that need to provide consent that have not already been identified.

We anticipate a further update on anticipated costs for the release by early June.

Retaining the library within the building will adhere to the covenant whilst negotiations take place in the hope that the matter is resolved before the library moves to the Hub in 2026.

Construction

Construction is due to commence in June 2025 with completion in November 2025. The Council is looking to engage at an early stage with the successful tender company to look to incorporate any specific operational requirements they may have.

Links with the Corporate Priorities:

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

1. **Local neighbourhoods** – The project will enhance and secure the future of a valuable town centre asset and contribute to delivery of the wider Radcliffe SRF.
2. **Enterprise to drive economic growth and inclusion** – The project will create more flexible and innovative/digital workspaces to encourage more businesses to open and remain in Radcliffe; helping to ensure residents have the best chance to access good jobs.
3. **Delivering Together** – Ensuring a sustainable use for the library building is a key community ambition and all opportunities for continued public access will be considered as part of project development.
4. **A strength-based approach** - the project will; provide managed workspace and business support within a local neighbourhood. This will provide opportunities for community wealth building through new business start-ups, increased local spend and the adoption of new skills whilst reducing the need to out commute.

Equality Impact and Considerations:

5. Equality impacts for this scheme concern the operation of Radcliffe Library for an interim period until the library can relocate to the new Radcliffe Hub. A full

EIA of the impacts on the library was carried out in August 2024 with all potential impacts mitigated.

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)*

6. The Council has a pledge to be Zero Carbon by 2038. This means that the current estate needs to be rationalised and modernised. This project presents the opportunity to introduce flexible and innovative workspace into the heart of a highly sustainable town-centre, reducing the need to be out commute to a place of work. The library building itself is of a certain age and the opportunity for refurbishment and redevelopment will enable the estate to reduce its carbon footprint over time.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Failure to attract an operator.	Focus Consultants engaged with potential operators as part of their feasibility study and found a number of interested parties.
Financial Risk Inability to find Operator	Cost other options stated in the options appraisals
Failure to appoint operator before opening	Draft operating plan for Council to manage and operate centre in the interim

Legal Implications:

7. The tender exercise must comply with the Procurement Act 2023. If the Council determines that it will seek a concession contract with a selected bidder, then these arrangements also fall within the new Act.

Financial Implications:

8. A number of appraisals were produced by Focus Consultants and have been reviewed by finance and which indicated that the best value route was to procure an external operator to manage the building. Finance notes that the final terms of any agreement are yet to be determined and would request updated appraisals based on these terms once known to confirm that this is still the best value route for the Council. Procuring an external operator on a full repairing basis would also reduce the risk of unknown / unforeseen costs and give more certainty to the operating costs and incomes.

Finance would support the recommendations in this report to proceed with procurement of the operator and come back for further approval for the agreed terms prior to the appointment.

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

Equality Impact Analysis

Section 1 – Analysis Details

Name of Policy/Project/Decision	Move of Radcliffe Library to temporary location (first floor existing library)
Lead Officer	Nicky Parker
Department/Team	Wellness/Libraries + Archives
Proposed Implementation Date	Autumn 24
Author of the EqlA	Alan Brown & Nicky Parker
Date of the EqlA	17/6/2024- 27/08/24

1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?

A new Library will open in early 2026 in Radcliffe as part of the new Radcliffe Hub with a Leisure Centre, café and Clip ‘n’ Climb facility. Before then, Bury Council has received funding from UKSPF to develop an Enterprise Centre in the current building to support new and small businesses in the town. This requires the relocation of the current library from the ground floor to the 1st floor of the current building from Sept 2024 until the new Hub is ready in 2026.

The interim library will be upstairs, will be smaller than the current library and will have less books in it. Access to the building is understood to be the same as currently, via the front door and lobby area which also includes the stairs and lift to the upper floor where the library will be situated. We await final construction details but it is anticipated that any building works will be beyond the lobby which the contractor has been asked to seal from noise and dust. The lift has had a full technical survey as part of this work.

This is an interim position until the new larger library is opens in 2026 which will be longer hours with 24/7 physical access via the library membership card and will be twice the size of the current library. Library provision in 2026 will be massively improved and enhanced with better access and the interim library is a smaller stepping stone to that better provision. We will need to prioritise services in the smaller space. Provision for children, computer users and community groups will be prioritised as well as a universal reading offer because these are evidenced as local needs. This will be tested as part of a discussion with DCMS on 28/08/24

- There are no other public spaces in Radcliffe with universal computer access which is free
- the proportion of library members who are under 20 years of age means that we will prioritise services for children with their own dedicated space

It is envisaged that most of the 19 community groups who use the library will be accommodated in the interim library space and the larger groups will move to alternative community provision. To mitigate this, the Council will fund the hire of these alternative community spaces.

Section 2 – Impact Assessment

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

Employees: **Yes**

Community/Residents: **Yes**

Third parties such as suppliers, providers and voluntary organisations: **Yes**

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:

Data: Radcliffe Library 2023-24

Library Issues: 32,656

Free PC Use: 2,906 hours

Free Wifi Use: 10,283 hours

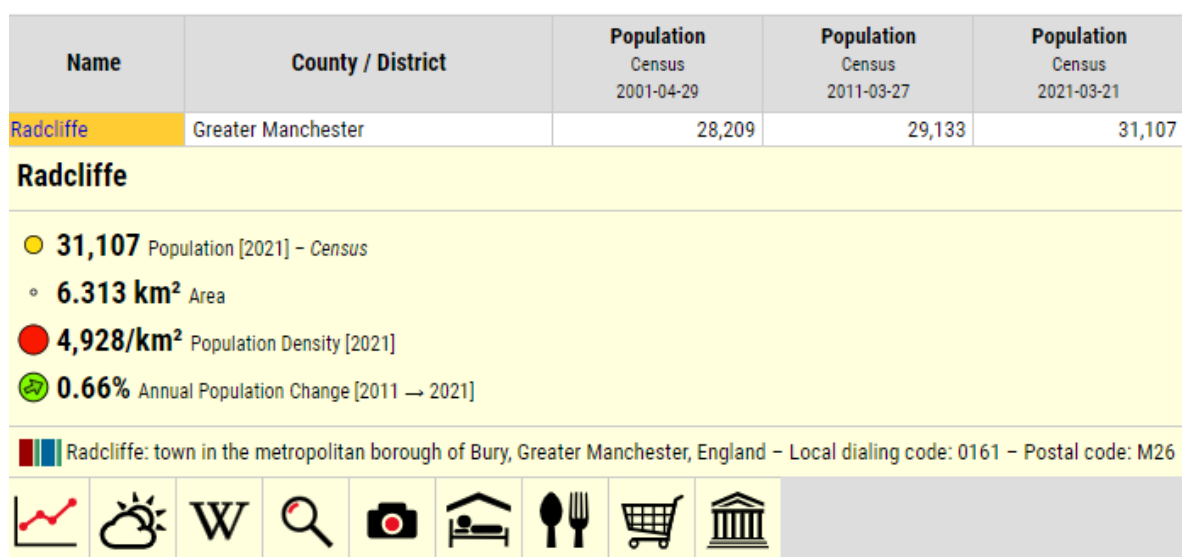
Library Activities, Events, Meetings: 619

Library Activity Attendance: 6,406

Library Visitors: 27,488

Library Members: 9,721, 60% of which live in areas covered by index of multiple deprivation deciles 1-3.

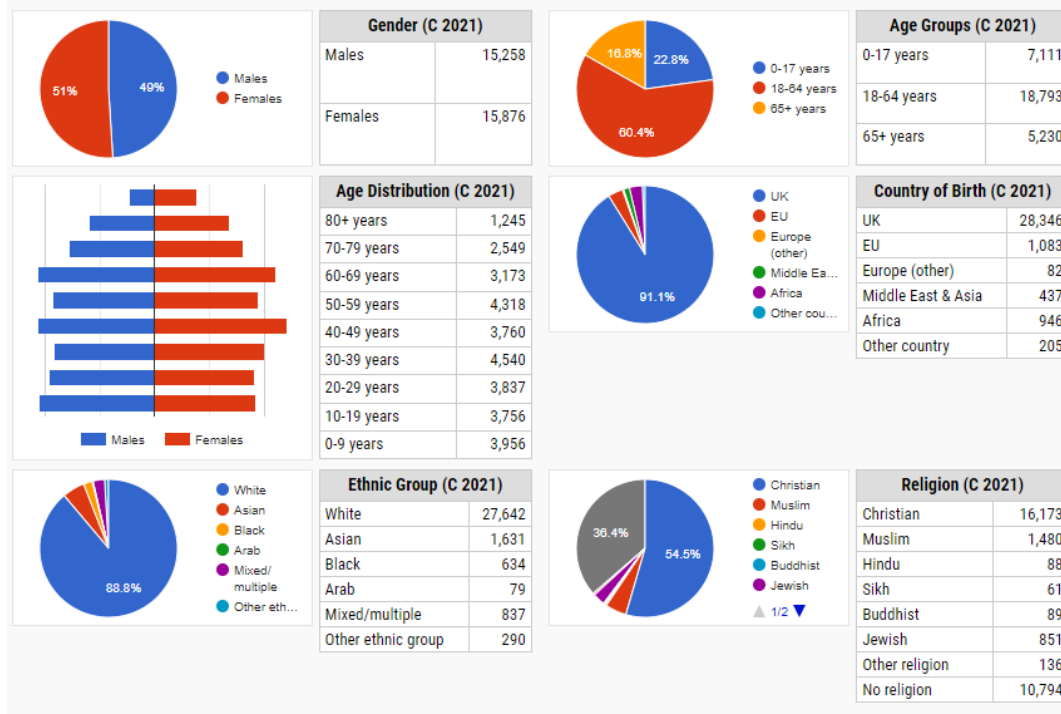
Radcliffe population is static and has grown by 3,000 residents in the last 20 years although new housing developments are planned over the next few years and the town will therefore grow in population.



Source: UK Office for National Statistics (web).

More detailed demographic data shows 83% of the population of Radcliffe are aged under 64 years and 5230 people, 17% are aged over 65 years. The majority of residents were born in the UK, are white and identify as having a Christian faith.

Further information about the population structure:



The Library is well used and the membership data is as follows:

- 32% of the population are active library members which compares with 60% of the total UK population which suggests there is capacity to grow the reach and impact with the development of the new Library.
- 13% of the membership is aged over 60 years and 3 library members are over 100 years which is similar to the overall population distribution.
- 2600 members are under 20 years of age which is 26% of the library membership and 33% of the total population under 20 years. This has driven the decision to have a large children's library in the new Hub and a significant proportion of the proposed interim library floorspace.

Radcliffe Membership by Age Range and Gender

Age Range	(blank)	Female	Male	Non-Binary	Total
(blank)	129	405	245		779
0-10	109	440	444		993
10-20	109	821	676	1	1607
20-30	130	681	437	1	1249
30-40	218	988	518		1724
40-50	155	740	421		1316
50-60	105	472	331		908
60-70	111	316	230		657
70-80	67	218	159		444
80-90	16	85	54		155
90-100	1	11	10		22
100-110		2	1		3
Total	1150	5179	3526	2	9857

Stakeholder information/consultation:

Community groups have always played a key role in the life of Radcliffe Library. Linking into our Health and Wellbeing Offer we offer a range of social and creative activities in a safe welcoming space which give people the opportunity to meet friends, participate in interest groups, learn new skills, access other aspects of the library service, improve their own wellbeing and membership of groups help combat loneliness.

The 2019 Radcliffe refurbishment enabled us to place community groups at the heart of the library with a dedicated space with access to kitchen facilities which meant the number and range of groups flourished and operated independently of library staff.

Since the end of lockdown, we have seen -
 2021/22 - 306 events with 2323 attending
 2022/23 - 644 events with 6766 attending
 2023/24 - 619 events with 6406 attending

Alongside traditional community groups focused on reading and children's activity and creativity, the library also hosts a bereavement support group in conjunction with Bury Hospice and a breastfeeding support group in partnership with the joint NHS/Social Care Neighbourhood Wellness Team; we've also recently launched our first men's chat group. The library also hosts monthly meeting of Radcliffe Councillors and Officers concerning the

regeneration of Radcliffe and bi-monthly meeting of Growing Together Radcliffe, a forum of many of the local residents' groups.

Given the importance of community groups to the library we have been keen to relocate as many community groups as possible to the interim library on the first floor of the current library building. Library staff have been liaising with community groups prior to the libraries move upstairs to ascertain if they wanted to move with us to the interim library, move to another library or find an alternative location which we would support them to do.

Group Name	Proposed Location of Community Group
Bereavement support group	Interim library
Bookettes from Unsworth Readers group	TBC
Breastfeeding support group	Relocate to Radcliffe Childrens Hub
Card making	Interim library
Coronation Road creative writers' group	Interim Library
Craft Club	TBC
Crochet club	TBC
Digital Skills courses (Adult Learning)	ASDA
Family history	Interim library
Friday Friends men's chat club	Interim library
Growing together Radcliffe	TBC
Lego Club	Interim library
Radcliffe Heritage Society	Interim library
Radcliffe knit and natter	Interim library
Radcliffe regen forum	Interim library
Rhyme Time	Relocate to New Life Church

Springwater Avenue Book Group

TBC

Unsworth knitting club

Interim library

Unsworth Readers Group

Interim library

Communications plan regarding community groups

- Initial letter regarding the proposal to move upstairs
- Conversations with group members and library staff
- Invitation to attend Enterprise Centre/Library consultation events (Sept 2024)
- Letter to each group outlining dates library decant/reopening

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? No
- Could the proposal create barriers to accessing a service or obtaining employment because of a protected characteristic? No
- Could the proposal affect the usage or experience of a service because of a protected characteristic? Yes
- Could a protected characteristic be disproportionately advantaged or disadvantaged by the proposal? No
- Could the proposal make it more or less likely that a protected characteristic will be at risk of harassment or victimisation? No
- Could the proposal affect public attitudes towards a protected characteristic (e.g. by increasing or reducing their presence in the community)? No
- Could the proposal prevent or limit a protected characteristic contributing to the democratic running of the council? No

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	The temporary reduction in library provision will: <ul style="list-style-type: none"> • Reduce the amount of stock 	13% over 60 years, 26% under 20 years.	It will still be possible to borrow items from other libraries to pick up at the temporary location. We have rented/arrange	neutral
Disability				Neutral- there is a lift to the upper floor Men's MH Chat Group is unaffected

	available to borrow		d other community spaces for the larger community groups to meet.	
	<ul style="list-style-type: none"> • Reduce the amount of space available for library activities, voluntary group meetings • Reduce the amount of ICT equipment available for public use. • The potential noise disruption from the building works will be known once the contractor is appointed 		Housebound delivery service will be provided by another library.	
			Children's library provided	
Gender Reassignment			No change	Neutral
Marriage and Civil Partnership			No change	Neutral
Pregnancy and Maternity			baby rhyme time sessions will be moved to a larger alternative community setting and funded by The Council.	neutral
			No change	
Race		88% white		neutral
Religion and Belief		55% Christian, 38% no religion	No change	neutral
Sex		52% female, 2 non-binary membership	No change	neutral
Sexual Orientation			No change	neutral
Carers			Children's library re-provided,	neutral
Looked After Children and Care Leavers			community groups re-accommodated	neutral

Socio-economically vulnerable		High no of residents living in deprived neighbourhoods		neutral Community group use and computer facilities will be prioritised. The Library building will still provide a warm safe space to go to during the day. Computer access re-provided Digital literacy classes re-accommodated temporarily in Asda
	Veterans			Neutral

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

2.5 Characteristics	Action	Action Owner	Completion Date
All	Provision of additional space for community groups in Radcliffe	David Fielding	complete
Age	Children's library to be planned into design, community groups to be re-accommodated	David Fielding	complete
Disability	Provide Housebound deliveries from other locations	Library Supervisors	complete
All	Access to wider book stock available through reservation service to other libraries across Greater Manchester.	David Fielding	complete

Socio economically disadvantaged	Provision of computers in interim floorplan	David Fielding	Completed
	Adult Learning digital classes temporarily relocated to Asda	Joanne Hatton	Completed

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)

Impact x Likelihood = Score			Likelihood			
			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	Low
3.3 Reasons for risk level calculation	Whilst the library provision will be smaller, management mitigations have been put into place to ensure people with protected characteristics continue to have access to services either in the library or in close by alternative spaces arranged by the Library Services

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		
There are low impacts or risks identified which can be mitigated or managed to reduce the risks and activity will proceed	X	<p>People risks can be mitigated by alternative provision set out above</p> <p>There will be some financial costs to this scheme</p> <p>Reputational risks are possible but this will be mitigated through a comms and engagement strategy, through discussions with DCMS regarding statutory provision and by briefing staff, TU, library users and Members.</p>
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	Nicky Parker	01/07/24	
Executive Director	Donna Ball	27/08/24	
EDI	Lee Cawley	27/08/24	

EqlA Revision Log

5.2 Revision Date	Revision By	Revision Details
June 24	Alan Brown	Initial first draft doc
01/07/24	Nicky Parker	Demographics added and overall edit.
27/08/24	Nicky Parker	Added community group provision mitigations

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 11 June 2025
Subject:	Housing Services Property Restructure	
Report of	Cabinet Member for Housing Services	

Summary

1. Bury Council returned the direct management of the Council's housing stock to the Council following concerns and deficiencies in the delivery of key services including issues relating to building safety compliance and asset management.
2. Since bringing the management of the stock back in house gaps have been identified in the capacity and the skills of the teams in place to deliver the repairs, the building safety compliance and asset management services. This proposal sets out changes to these functions including the permanent addition of several key roles within these services. These changes will ensure we are able to deliver improved services to tenants, ensure tenants' homes are safe and well maintained and that we meet the requirements of the Regulator for Social Housing's (RSH) Safety and Quality Standard.
3. The additional costs of the proposed structures to the Housing Revenue Account (HRA) are;

Service area	Additional cost
Repairs and maintenance	£71,835
Building safety	£394,292
Asset management	£513,400
Total	£979,527

Recommendation(s)

Cabinet is asked to;

4. Approve the additional full-year costs of £979,527 from the HRA for the proposed structures as set out in the body of this report.
5. Approve the proposed structures outlined in the report for the repairs, building safety and asset management structures as a basis for a 30 day consultation with Trade Unions and affected staff.

Reasons for recommendation(s)

6. To support the delivery of efficient and effective property services to Bury Council tenants, ensure we our council homes remain safe and well maintained and to ensure we meet the requirements of the RSH's Safety and Quality Standard.

Alternative options considered and rejected

7. To maintain the current structures. This is not a viable option, the current structures are interim structures which are staffed with either permanent staff TUPE transferred from Six Town Housing in interim roles or are interim agency staff. This is leading to a high level of uncertainty within the affected teams. In the case of the both the asset management structure and the building safety structure the structures are not fully staffed and this is impacting the ability to deliver core housing services to tenants.
-

Report Author and Contact Details:

Name: Sian Grant

Position: Director of Housing

Department: Corporate Core

E-mail: sian.grant@bury.gov.uk

Background

8. This report outlines significant proposed changes to the Property Services function within Bury Council's Housing Services.
9. Since the TUPE transfer of former Six Town Housing staff into Bury Council, the Executive Director of Strategy and Transformation has led on the establishment of new key leadership positions within the Directorate (Director of Housing Operations, Head of Housing Property, Head of Building Safety, and Head of Repairs and Maintenance). These posts are all now recruited to with the exception of the Head of Repairs and Maintenance.
10. To further support the improvement of key services within the property management functions, this proposal sets out changes to our asset management, building safety compliance and repairs functions including the permanent addition of several key roles within these services.
11. The restructure of the property service function within housing is in response to historic under resourcing of the all the property functions and the Council's drive to improve the service we provide, we are striving to improve performance and regulatory compliance of these services and to improve tenant satisfaction with these services which are a key driver of satisfaction with the housing service for our tenants.
12. The key drivers behind the proposed restructure of each service area and the proposed structure for each area are set out below.

Responsive repairs and planned works

13. The restructuring of this service re-builds the team to enable it to efficiently and effectively deliver the responsive and planned repairs service. This includes responsive repairs, empty homes, disrepair and disabled adaptations together with structural works and some limited repair and refurbishment works for other departments of Bury Council. It also creates the foundation to grow the teams and the service to increase the level of work it can take on in the future for other departments in Bury Council or other providers in the Greater Manchester area.

14. In autumn 2023 it was deemed that the structure of the team had been depleted. Over the following months, the team has begun to be re-constructed and the current re-structure is the culmination of this work.
15. The current staff in the team are now confident, motivated and innovative and are keen to see the restructure progress to implementation and the repairs service be able to provide excellent services to tenants.
16. The key drivers of the proposed repairs and planned works structure are;
 - Improving compliance with the regulatory standards – the Safety and Quality Standard sets out clear expectations for the repairs service. The standard states that landlords must ‘provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible.’ The proposed structure for the repairs service ensures we have the resources to do this.
 - Improving tenant satisfaction with the repairs service – the repairs service is one of the key drivers of tenant satisfaction as it is the main reason most tenants interact with the housing service. Feedback from tenants through the tenant satisfaction survey and through complaints and other insight shows that this is an area of service where we are failing to fully deliver tenants expectations. This is partly due to a lack of capacity to effectively manage and deliver the service. The proposed structure puts in place the surveying, supervisory and customer care capacity to improve service delivery and meet tenant expectations.
 - Improving the efficiency and effectiveness of the service – without sufficient capacity in management, supervision and planning the repairs service will remain inefficient. By increasing the capacity in these areas we can more effectively plan repairs and operative schedules getting the most out of the operative resources we have in place. This will increase the number of jobs completed each day and enable us to put in place more effective processes around no access, recharges and follow on work. The increased surveyor resources will reduce the wait time for repairs that need surveys; increase the accuracy of the repair raised; and ensure repairs are carried out to the right standard, leading to more ‘right first time’ repairs visits.
 - Supporting our response to disrepair claims and minimising future claims – along with other Housing providers we are seeing an increasing number of disrepair claims and at the time of writing had 140 disrepair cases. All of these require management and response within statutory timescales. In order to reduce the number of claims we need to be able to defend claims and reduce the number of claims that lead to payment of compensation. By employing our own Disrepair Surveyors we will not only reduce the cost of commissioning surveyors but will reduce the time it takes us to respond to claims and increase the quality of the surveys we undertake, making it much easier to deny and defend disrepair claims. It will also ensure we can accurately specify and oversee the work, ensure it is carried out in a timely and effective manner, and signed off as satisfactorily completed.

17. The current repairs and maintenance structure is an interim structure put in place to move towards a repairs service that has the resources it needs in order to deliver the service to tenants and is supported by a number of seconded staff and agency staff. The proposed structure formalises the interim structure and will bring certainty to staff involved in the delivery of the service.
18. The proposed structure is attached at appendix one and is explained in more detail below;

Responsive repairs and voids

- a. This team is responsible for the delivery of day-to-day responsive repairs and repairs to our empty homes. The proposed structure reflects the format of the current interim structure with two teams, one responsible for the south of Bury and the other responsible for the North. Each of these teams has a manager, 2 repairs surveyors, 2 repairs supervisors and 1 void supervisor. The supervisors are each responsible for the day-to-day management of a team of operatives. The structure retains a separate team of electricians, sitting under an electrical manager and an electrical supervisor. This team is responsible for the delivery of electrical repairs to our homes.

Disrepair

- b. The disrepair function has been strengthened to ensure we are able to robustly responding to and defending the increasing number of disrepair claims we receive. Robust denial and defence of disrepair claims relies on timely and accurate surveys of the works; an efficient response to any outstanding repairs identified as part of the survey; and good administrative systems. The proposed structure ensures we have the resources in place to deliver this.

Planning and Customer care

- c. The Planning and Customer Care team are key to the efficient scheduling of operatives time, ensuring we are keeping tenants informed of the progress of their repairs particularly in relation to more complex repairs that require more than one trade and/ or visit. The team also includes tenant liaison officers to support tenants on complex jobs, disrepair and complaints. The proposed structure builds on the interim structure with a Planning and Customer Care Manager, 6 repairs schedulers, 2 tenant liaison officers and 3 business support officers.

Major works team

- d. The major works team are responsible for delivering disabled adaptations together with structural works and some limited repair and refurbishment works for other departments of Bury Council. The proposed structure reflects the current interim structure with a manager, a quantity surveyor and 3 supervisors.

Cost of the repairs and planned works structure before and after the proposals take effect

19. All the posts in both the interim repairs and planned works structure are funded from the HRA. The current costs of the interim repairs and planned works structure is £1,930,700. The cost of the proposed structure is £2,002,535 – an increase of £71,835. This is a result of changes to grades and role definitions rather than an increase in the number of posts within the structure.

Building Safety (Compliance)

20. In 2023 a report commissioned by Bury Council of Six Town Housing found deficiencies in core compliance areas such as fire safety and electrical safety. It was found that although Six Town Housing had been reporting 100% compliance in those areas, this was not correct. In response to the report an interim structure was introduced and an Interim Head of Compliance instated to lead the change. The role of Head of Building Safety has since been created that directly replaces the Interim Head of Compliance role and formalises the role within the current structure.
21. The proposed structure for this area formalises the creation of a specific Building Safety function that did not exist prior to bringing the housing service back in house. The current interim structure is staffed with existing staff moving from Repairs and S&I teams as well as appointment of interim staff to enable the delivery of statutory and regulatory requirements.
22. The key drivers in designing the new structure and team are;
 - Accountability and Golden Thread – the introduction of specialist roles will ensure that for each area of building safety and compliance there is a suitably qualified subject matter expert within the Building Safety Team. Historically the 'Big 6' and damp and mould management were divided between numerous teams with inadequate collaboration on areas of interdependencies. Formally bringing the core compliance skills together will allow for a 'Golden Thread' to run through all aspects of health & safety, compliance and building safety. The team will not only be responsible for the delivery of periodic risk assessments, inspections, servicing and maintenance of their key areas, but also supporting the wider housing function such as the repairs and property teams.
 - Governance – the introduction of a Health and Safety Team within Housing Services will allow for the implementation of 3rd party audit regimes. Gas servicing currently has a 10% check by a 3rd party auditor of all works carried out; the medium-term plan is to roll this out to all areas of compliance and for this QA/QC function to sit independently from the compliance specialist roles to drive forward a culture of continual improvement, technical oversight and scrutiny.
 - Legislative and Regulatory Changes – the Building Safety Act, proposed changes to the Housing Act 2004 (and in particular the Housing Health & Safety Rating System), 'Awaab's Law', Heat Network Regulations and Electrical Safety Testing requirements require specialist roles that understand the complexities of each compliance area and management oversight to ensure the Council continues to meet its statutory obligations.
 - Audit Recommendations – whilst recent audits for fire safety, gas safety and lift management have provided either full or substantial assurance. Electrical safety and damp & mould found some deficiencies and only provided a moderate level

of assurance. The themes from the audits were around data management or a failure to deliver to timescales; the recommendations were on the whole not indicative of inefficient or generally poor management. An increase in capacity and oversight will allow for the recommendations to be fully implemented.

- Top Quartile Performance – central to the tenet of the Council's visions to be “a landlord of choice” and in line with the LET'S DO IT Strategy for tackling some of the core causes of inequality means not just doing the ‘bare minimum’ in terms of building safety, but also being ‘ambitious’ and striving to be ‘Best in Class’ when it comes to the health and safety of our tenants who live in some of the borough's most economically deprived areas. This will require a deliverable plan to eradicate damp & mould, ensuring that tenants not only have access to heating and hot water but are able to afford to use it (i.e. ensuring the most efficient heating systems are used) and ensuring customers are aware of any risks in their properties (such as asbestos, radon, CO) and working with them to mitigate those risks.
- Value for Money – the Council has a planned large capital works programme in 25/26 and beyond. Currently all CDM functions are contracted out to a 3rd party; the plan is for this function to be in-sourced to the Building Safety Team reducing the reliance on external consultants. Equally, the Council has invested a significant amount of money in fire safety works over the last 18 months; it is important that there is now a control of works in our communal areas with the introduction of a ‘Permit to Work’ system, ensuring that the integrity of the works carried out is protected and that works being carried out are signed off by the Building Safety Team to ensure that buildings are kept safe and the money invested is not wasted and need doing again in the future.

23. The proposed structure for building safety is set out at appendix 2. This builds on the interim structure that was put in place following the transfer of Six Town Housing staff back into Bury Council.
24. The proposed structure will not only bring certainty to the staff involved in delivering the service, it will also ensure we have enough resources to ensure we are effectively and consistently meeting our compliance and building safety legal and regulatory requirements as outlined above.

Cost of the Building Safety structure before and after the proposals take effect

25. All the posts in both the interim Building Safety and the proposed structure are funded from the HRA. The current cost of the interim Building Safety structure is £336,900. The cost of the proposed structure is £731,192 – an increase of £394,292.
26. The increase in cost is due to an increase in the number of posts within the structure in order to meet the statutory and regulatory requirements outlined above. The number of FTEs in the structure will increase from 6 to 13.

Asset management

27. The restructuring of this area of service delivery builds on the interim structure that has been put in place since the transfer of Six Town Housing back into the council

and builds the capacity and skills in the team to be able to deliver a strategic housing asset management function and to deliver a large stock investment programme.

28. In 2023 it was identified that there were number of deficiencies in how Six Town Housing managed its stock and its approach to asset management including incomplete and inaccurate stock condition data. An interim structure and external resources were put in place to help improve this area. The role of Head of Property was created and has been successfully recruited to and the post holder started in post in February 2025.
29. A number of key drivers were considered when designing the new structure, along with a clear focus on stock investment planning, energy efficiency, stock investment delivery and Quantity Surveying functions to enable an effective asset management service.
 - Improving compliance with RSH regulatory requirements – the Safety and Quality Standard sets out clear expectations for asset management and understanding the condition of the housing stock. It is the expectation of the RSH that landlords 'undertake regular physical assessments of the outside and inside of the homes they have a legal responsibility. These assessment of the condition of homes should be 'frequently enough and in sufficient depth to maintain their assurance on their quality and safety'. Previously assessment of stock condition was based on 20% external stock condition surveys which were then cloned to give an assessment of the condition of homes. A large part of the proposed new structure for asset management is to ensure there is enough surveyor resource to undertake stock condition surveys on a rolling five-year basis to maintain an accurate and ongoing assessment of the condition of the housing stock. The surveying resource is imperative to support requirements for meeting the Decent Homes Standard (DHS) and Housing Health and Safety Rating System (HHSRS) effectively. Ensuring that remedial measures and improvements are planned and delivered in a timely manner for homes that are or may be at risk of failing the DHS.
 - Achieving net zero – there is a requirement on all landlords to be working towards achieving net zero (or net zero ready) in all of its housing stock by 2050. There is also a requirement for all our homes to be at least EPC C by 2035 – though we are working to the more challenging target of 2030 in line with GMCA targets. In order to achieve this we need to complete EPC and retro fit surveys of all our housing stock to understand the investment needed. We need to ensure that energy data is up to date and continues to accurately reflect the energy efficiency performance of our housing stock. Improving the quality of data will provide increased confidence in the planning and prioritisation of investment programmes in the short to longer term. Importantly these activities support our bid applications for external funding for e.g. Warm Homes Social Housing via GM. The addition of extra surveying resource and additional roles with the Home Energy team will support this.
 - Improving asset data governance and the golden thread– ensuring a golden thread of information through all our property services is a key role of the asset management team. We need to ensure that we keep all our property records up to date including any changes that are made to the fabric of the building or the components within the building. This in turn ensures that when coupled with our stock condition surveys we are able to make informed decisions about the investment and repair requirements of our homes in a timely manner. The

proposed structure ensures that there are sufficient resources in the planning to enable this.

- Increasing tenant satisfaction with tenants' home and neighbourhood – the delivery of improvements to our homes and neighbourhoods through the investment programme will, if well managed, increase tenant satisfaction with their homes and neighbourhoods. In order to achieve this the team needs to be resourced to deliver and manage multi million pound investment contracts and to support our tenants through improvements to their homes. The proposed structure ensures there is enough resource to do this effectively.
- Increasing value for money – a large amount of money is invested in our homes through the investment programme and through other capital works. It is important we are able to procure and cost this work accurately to ensure we deliver best value for money. To support this the proposed structure includes a strengthened quantity surveying team.

30. The proposed structure for asset management is set out at appendix 3. This builds on the interim structure that was put in place following the transfer of Six Town Housing back into Bury Council. The proposed structure formalises the interim structure and will bring certainty to staff involved in the delivery of the service.

Cost of the asset management structure before and after the proposals take effect

31. All the posts in both the interim asset management structure and the proposed structure are funded from the HRA. The current costs of the interim asset management structure is £851,200. The cost of the proposed structure is £1,364,600– an increase of £513,400. This is as a result of an increase in FTEs from 16 to 25 including an increase in the number of building surveyors and tenant liaison officers, the introduction of the Home Energy Officers and a Leasehold Officer and bringing the Quantity Surveyor roles into housing services team from Facilities Management. It is also proposed there will be two trainee surveyor roles which provide apprenticeship opportunities.

Summary of impact on staff

32. There are 40 individuals in scope of the proposed changes with 56 roles in the proposed new structure. All of the staff in scope of the restructure were TUPE transferred from Six Town Housing at the point the housing service was brought back in house and the majority of affected staff are currently on Six Town Housing terms and conditions.
33. Of the affected staff, 35 assimilate into the new roles as at least 60% of their current job role matches the proposed new job roles. 10 of these staff are assimilated to roles where the pay is lower than their current pay. These staff will receive pay protection for one year after the new structure is implemented.
34. Where the requirements of new roles differ significantly to the current job descriptions this will constitute an Organisational reason for the proposed change, as per requirements of TUPE legislation. The organisation cannot deliver services required if roles remain as they were designed under the former Six Town Housing structures. As a result, it is proposed that staff matched to new roles within the structure will be moved to Bury Council terms and conditions.

35. There are 3 people who are at risk of redundancy as a result of the proposed changes but there are potentially suitable alternative roles available across the service. The estimated redundancy costs for these staff are £19,210.
36. 23 roles within the new structure will be vacant.
37. All affected staff will be fully consulted on the proposed changes. The table below shows the proposed timetable for the consultation on the proposed changes;

Activity	Date
S188 consultation	Thursday 26 th June 2025
Individual meetings with staff at risk of redundancy ahead of wider announcement	Friday 27 th June 2025
Consultation announcement to impacted staff	Monday 30 th June 2025
Information packs outlining changes and new job roles available to staff	Monday 30 th June
Individual team meetings with Heads of Service to discuss proposals in more detail	Wednesday 2 nd July 2025
One to ones and ongoing consultation with impacted staff	30 th June 2025 – 30 th July 2025
Close consultation	30 th July 2025
Consider feedback and make any changes to proposals	31 st July – 5 th September
Feedback changes (if any) to staff	September 2025
Implement new structures	1 st October 2025

Links with the Corporate Priorities:

38. 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:

39. 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:

40. No negative impacts identified
-

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Insufficient staffing resources and capacity to deliver requirements of the RSH Quality and Safety Standards leading to a poor regulatory judgement	Structures developed that ensure we have the capacity to deliver the RSH requirements.
Lack of relevant skills and knowledge to deliver good quality property services that meet expectations of tenants and the regulator	Proposed structures ensure the right roles with up to date job descriptions and person specifications to ensure we have the right skills
Insufficient capacity to deliver large investment programme	Asset management structure developed to provide management, surveyor and tenant liaison capacity to procure and deliver the investment programme

Legal Implications:

41. Employees transferred into the Council from STH Ltd are protected under Transfer of Undertakings (Protection of Employment) Regulations 2006. After a TUPE an employer can only make changes to contracts because of the transfer if one of the following applies:
 - they improve employees' terms and conditions
 - there is an 'economic, technical or organisational' (ETO) reason involving a change in the workforce – for example the organisation needs restructuring
 - there's a clause in the contract that allows the employer to make the change
42. ETO reasons include:
 - economic reasons – such as essential cost-saving requirements
 - technical reasons – such as using new processes or equipment
 - organisational reasons – such as making changes to the structure of an organisation
43. A change in the workforce could include making redundancies, restructuring an organisation, job role changes, and a change in work location.
44. The reports identifies the ETO reasons in detail and include the new Consumer Regulatory requirements, increasing demand pursuant to Awaab's Law and transferred in structure being unfit for purpose.
45. Staff who are assimilated into new roles will transfer to Bury Councils employment terms and conditions and will continue to be protected under Transfer of Undertakings (Protection of Employment) Regulations 2006.
46. Legal advice will be provided throughout.

Financial Implications:

47. The financial impact of this restructure will result in a full-year reduction of £979k in the transfer to the HRA reserve with a part-year impact in 2025/26 depending on how quickly the structure is fully recruited to. The restructure will not result in an in-year

deficit as the service will be working closely with finance over the next couple of months linked to the zero based budget review work to thoroughly scrutinise the HRA budget, with the expectation that this will lead to efficiencies and reductions being identified elsewhere in the HRA budget that will mitigate these additional costs.

Appendices:

Appendix one – Proposed Repairs and Maintenance Structure

Appendix two – Proposed Building Safety Structure

Appendix three – Proposed Asset Management Structure

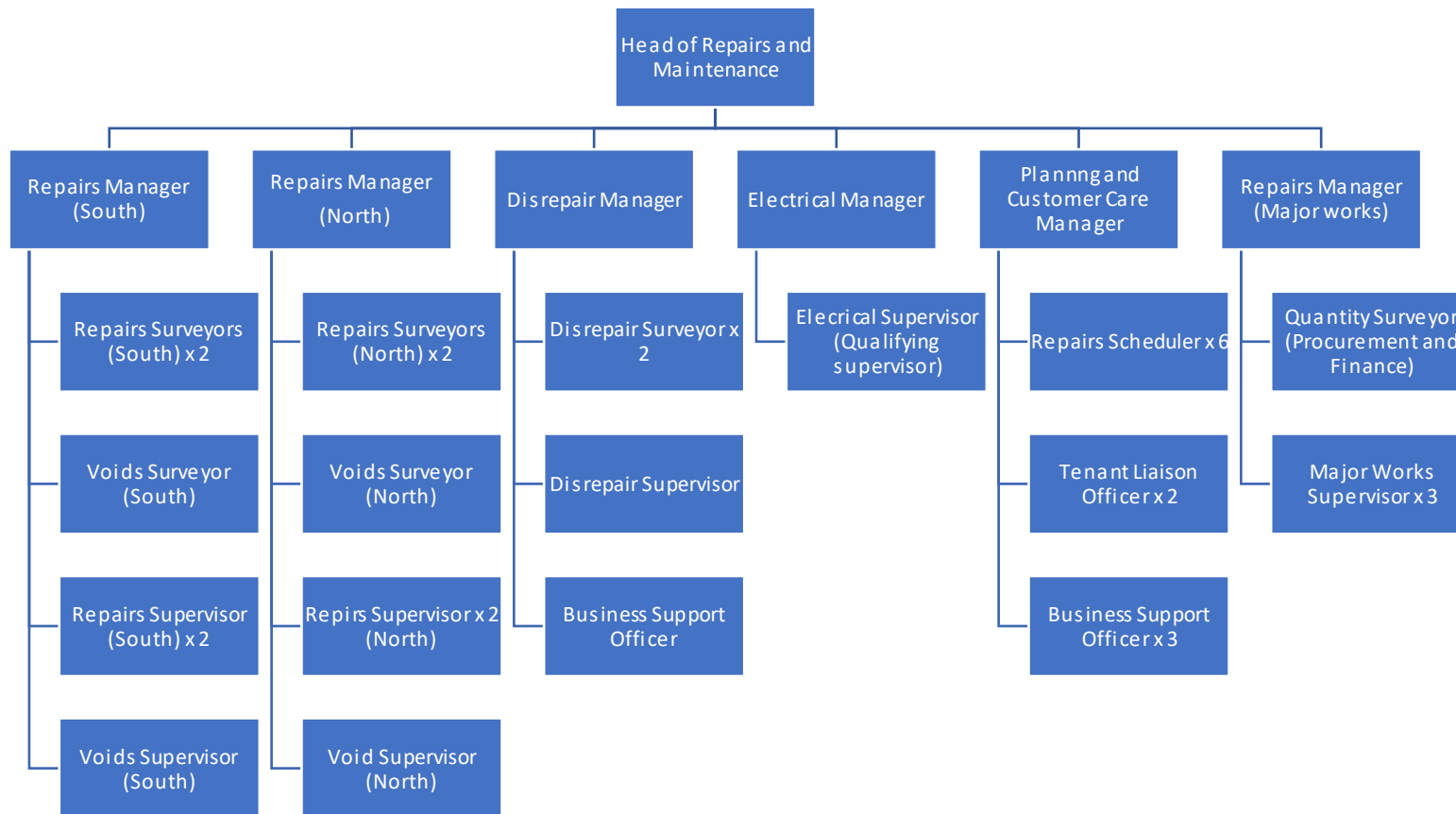
Background papers:

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

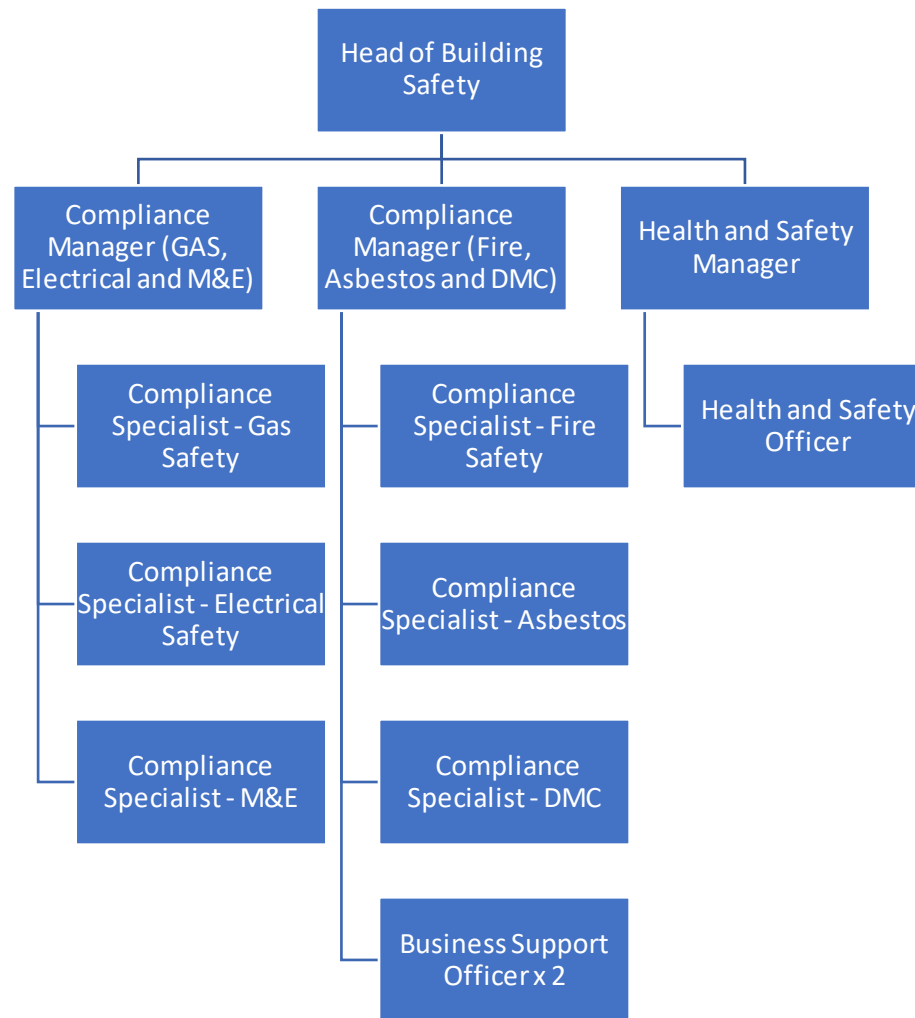
Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
TUPE	Transfer of Undertakings (Protection of Employment) Regulations 2006

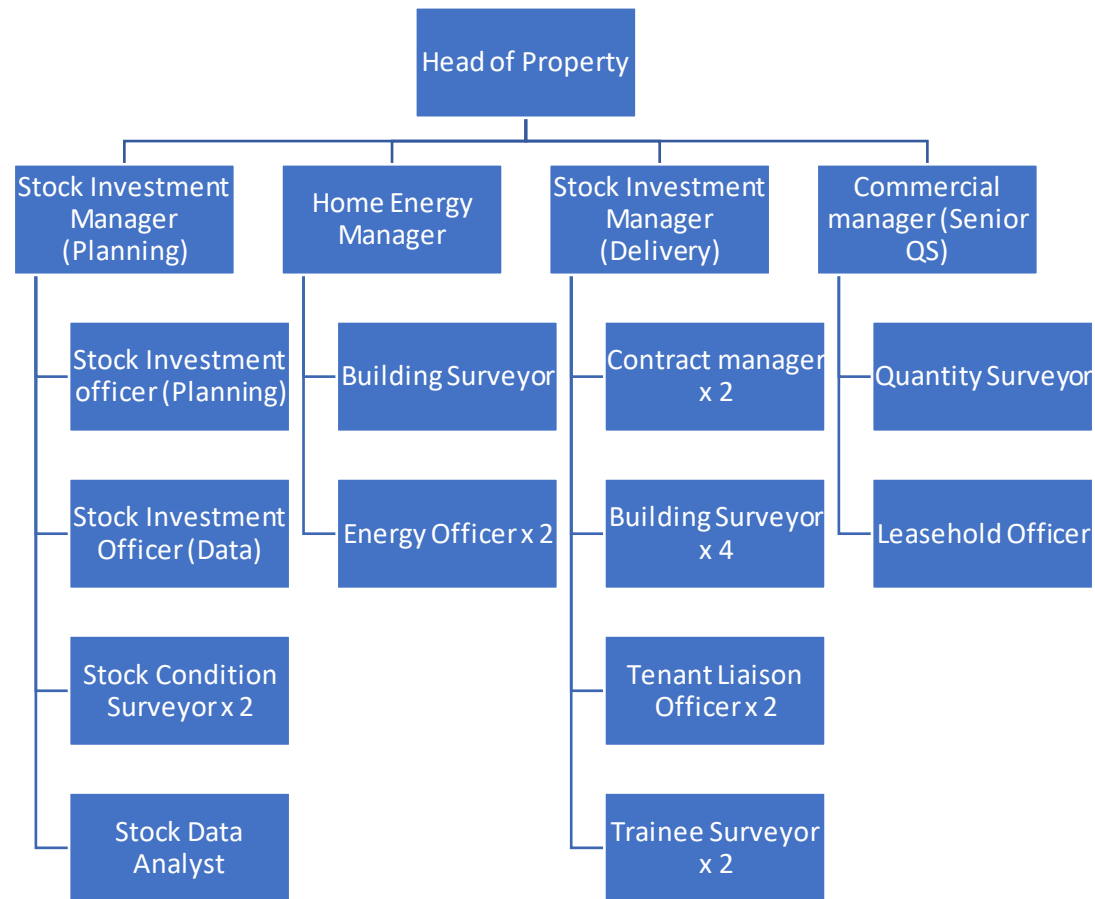
Appendix 1 – Proposed repairs and maintenance structure



Appendix 2 – Proposed building safety structure



Appendix 3 – Asset management structure



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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 11 June 2025
Subject:	Bury Town Hall Refurbishment- Architect Appointment	
Report of	Leader and Cabinet Member for Strategic Growth	

1. Summary

- 1.1 In June 2024, Capital Board approved funding for proposals to deliver a phased approach to the Town Hall refurbishment, and the works required to mitigate the risks associated with health and safety concerns highlighted in a Structural Inspection Report issued in March 2024. It was approved to progress the development of design works up to Royal Institute of British Architects (RIBA) stage 2
- 1.2 This report seeks cabinet approval to appoint the successful architect / design team for the Town Hall Project lifecycle following a mini tender process, via the Constellia framework, and additional budget approval to proceed with the next steps to ensure on going compliance of the Town Hall building and progress the refurbishment project.
- 1.3 Over the project lifecycle, there are two proposed break clauses within the project, to allow pause and consideration of financial commitments and progress.
- 1.4 This report seeks budget approval to recruit a project manager /construction manager to oversee all aspects of the project from its inception to completion

2. Recommendation(s)

That Cabinet:

- 2.1 Approve the appointment of the successful architect Ellis Williams Architects Limited and the project cost in its entirety, to undertake the design of a phased refurbishment of the Town Hall. The contract award will be for all RIBA work stages, subject to two individual break clauses to be exercised at the discretion of the Council at the close of RIBA stage 2 and 4.
- 2.2 Authorise the Director of Law and Democratic Services in consultation with the Cabinet Member for Strategic Growth to finalise the terms of the contract appointing the architect.
- 2.3 Approve the additional budget of £649,628 to proceed with actions below, ensuring on going compliance of the Town Hall building and progress the refurbishment project.
 - Appointment of Architect and LK
 - Town Hall Project Manager

- Asbestos removal
- Compliance of the Town Hall
- Refurbishment of the Town Hall

3. Reasons for recommendations

- 3.1 The recommendations represent the next stage in the delivery of a phased refurbishment of the Town Hall up to RIBA stage 2 and the phased exiting from leased premises at 3 and 6 Knowsley Place, reducing the size and cost of the administrative estate.
- 3.2 Mitigate any health and safety concerns within the Town Hall that have been raised during the process so far.
- 3.3 Creation of a higher quality office space in the Town Hall.
- 3.4 Potential to create future income generation and increase town centre footfall through the sub lease of ground floor space and opportunities, as well as a desire to provide contemporary workplace and office design to reflect new agile working practises and promote staff wellbeing.

4. Alternative options considered

- 4.1 Do not commence appointment of the architect and continue to repair any ad hoc repairs on the Town Hall.
- 4.2 Remain in 3KP five-storey block at 3 Knowsley Place until 2035, and remain in lease for the six-storey block 6 Knowsley Place, which is in lease in place until 2036 with a break clause in 2031

Report Author and Contact Details:

Name: Roger Frith

Position: Head of Land and Property

Department: Place

E-mail: r.frith@bury.gov.uk

5. Background

- 5.0. A cross-party Task Force was formed in January 2022 with the objective of identifying a preferred plan for the future of Bury Town Hall. In December 2023, a strategy of refurbishing the Town Hall on a phased basis, funded by the exiting of at least one significant commercial tenancy, was broadly agreed. This was identified as a 'preferred option' and since that time further work has been undertaken to find a means to exit a commercial lease with the focus on 3KP (the largest building the Council leases) and 6KP and progress the redesign of the Town Hall
- 5.1. A preferred option, to undertake a phased refurbishment of the Town Hall, was agreed by Cabinet in February 2023. The proposal will create higher quality office space in the Town Hall. It will also allow for a phased decant of staff from 3 & 6

Knowsley Place timed to align with the availability of newly refurbished space in the Town Hall

- 5.2 An advantage of this solution is that it enables a phased withdrawal from commercial leases which is concurrent with the provision of new space being developed in the existing Town Hall. This presents a cost-effective way of supporting the capital cost of the refurbishment
- 5.3 If the costs of the phased refurbishment exceed the available budget it will be possible to phase the refurbishment works to suit the available budget by selecting only certain areas of the building for refurbishment.
- 5.4 The Town Hall refurbishment is a critical element of the Council's mix of operational facilities. Core Council Public services and staff are split across the Town Hall, 3 Knowsley Place and 6 Knowsley Place. The Council has leases in-situ for the whole five-storey block at 3 Knowsley Place until 2035. The Council also holds a lease for 6 Knowsley Place, which is a six-storey block behind the 3KP block with a lease in place until 2035 with a break clause in 2031
- 5.5 However, the Yorkshire sandstone is poor quality and has issues with moisture and cracks. A recent survey has highlighted H&S concerns about pieces of the stone and facade breaking off and falling onto the footpaths below.
- 5.6 The layout of the building into multiple 'rabbit-holes' and small offices is no longer compatible with modern working practices. The level of light in the building is poor, with either a sense of spaces being dingy or requiring constant electrical lighting. The meeting rooms are inflexible and only suitable for large meetings (10 plus attendees) and there are few informal break-out spaces for staff to congregate. Current staff and member facilities are extremely limited.
- 5.7 Through the work of the Transformation Board, it has become increasingly clear that the Town Hall is no longer fit-for-purpose as a modern workplace and that the current status-quo, whereby the Council routinely spends significant annual sums of money on patching-up a semi vacant building, does not represent a sustainable operating model of provide value for money. The current condition of the building and the failure over decades to implement regular overhauls and modernisation projects have led to a decision on the future of the building becoming urgent.
- 5.8 Other key drivers include a potential to create future income generation and increase town centre footfall through the sub lease of ground floor space and opportunities.

6. Summary of Progress to Date

- 6.1 The Council has sublet the ground and first floors part of these Second floor of 3 Knowsley Place (circa 50%) to Pennine Care and they are currently fitting out.
- 6.2 In December 2022, LK Group were appointed, with their direct experience of construction management, most recently on the Trafford Town Hall project, to undertake a high-level review of the preferred option including consideration of functionality (building purpose), investment costs, risk, benefits (cost savings / income generation) & timescales.
- 6.3 In June 2024, Capital Board approved funding for proposals to deliver a phased approach to the refurbishment, and the works required to mitigate the risks

associated with health and safety concerns highlighted in a Structural Inspection Report issued in March 2024. It was approved to progress the development of design works up to RIBA stage 2. The following works were approved:

	Sub Total £	Sub Total (with contingency) £ **
LK Group (consultancy fees)	12,400	13,640
Developing design works up to RIBA Stage 2	110,000	121,000
Scaffolding Costs	100,000	130,000
Repair of outer leaf stonework (all elevations)	213,840	278,000
Soffit repairs and associated damp survey	2,050	2,670
Repair of outer leaf stonework, lightwells and atriums	200,200	260,000
Asbestos survey to ceiling and floor	7,150	9,300
Ceiling Repairs	133,000	173,200
Walls/ Trusses repair caused by water ingress from roof	12,800	17,000
TOTAL	731,440	1,004,810

- 6.4 In June 2024 Capital Board approved the procurement of a Lead Designer to develop design works, up to RIBA stage 2. In January 2025, the brief for a single consultant to act as Lead Designer employing a full multi-disciplinary project team to design and deliver all phases of the Town Hall project was developed by the Councils' external; project managers, LK Group and approved by officers.

7. Procurement

Brief of the Town Hall Refurbishment

- 7.1 In February 2025, the brief for the Town Hall Refurbishment project was publicised on the Chest, with contractors invited to tender to include the following elements:
- A single consultant to act as Lead Designer employing a full multi-disciplinary project team to design and deliver all phases, through the RIBA stages 0 – 7 inclusive. The contract will be let up to and including all RIBA work stages, however, will include two individual break clauses to be included at the close of RIBA work stage 2 and 4.
 - Commission necessary structural surveys.
 - Prepare detailed analysis and investment case
 - Develop a phased construction programme.

7.2 As a minimum, the design of the town hall scheme will include:

- A substantial reduction in the amount of energy required to operate the building, replacing the gas heating with a system compatible with a carbon neutral building and consideration of renewable energy generation on the asset (to increase energy security, reduce energy costs and to be in line with the councils target to be carbon neutral)
- Complete the replacement of the existing roof structures and ensuring the building is fully wind and watertight.
- Creating a modern open plan working environment with a future proofed digitally enabled smart building.

7.3 The design work, alongside the development of a detailed financial analysis and investment case, is critical for the proposed refurbishment of the Town Hall. The proposed designs are due to be presented to Cabinet in Autumn 2025 and will identify full construction costs, and the impact on the capital programme along with the revenue impact of borrowing.

7.4 Space optimisation planning will also be a key element of this commission. Works to refurbish the Town Hall must not create a significant excess of space or unnecessary expenditure across the Town Hall/3KP/6KP estate. The objective must be to ensure the Council are not spending any more than is necessary to meet the Council's requirement for offices, meeting rooms and public spaces

7.5 In March 2025, procurement proceeded via the Chest to appoint a contractor to produce Building Information Modelling (BIM) Survey. This survey commenced mid-April in the Town Hall by the contractor NTB Survey, who was awarded this contract to conduct a high-level survey to generate detailed base information, constructing a Building Information Modelling (BIM) -which will support the led design development for the Town Hall Refurbishment Project.

The BIM will produce accurate locations of existing fenestration, MEP systems, ceiling heights and room openings, which will provide accurate data for the future design team/architects during the Town Hall Refurbishment Scheme.

7.6 The selected architects RIBA stage 0-2 fee is £179,018.00

8. Tender Process- Mini Competition

8.1 Tenders were asked to specify an inclusive fixed fee for the life of the project regardless of the two proposed break clauses, but the break clause at RIBA stage 2 will create the minimum level of commitment at this stage whilst further stages require approval prior to a full financial case of the Town Hall refurbishment being presented to Cabinet.

8.2 The tender process is now complete, with all contractors' bids having been evaluated by an officer panel (including LK group) and moderated by Constellia.

8.3 This process identified three highest scoring contractors, who were each invited to a clarification interview, giving the panel further opportunity to clarify any queries on each of the tenders' presentations/bid.

9. Appointment of Architect and Multidisciplinary Design Team

9.1 The scoring was weighted on a 60/40 split of Quality and Price, with the successful bid of Ellis Williams leading with an overall score of 79.84%, with a life project inclusive fee of £1,752,055 plus VAT, which includes acoustic consultancy and fire engineering, regardless of the two proposed break clauses. The break clause at RIBA stage 2 will create the minimum level of commitment at this stage, with a fee of £179,018.00 plus VAT, whilst further stages require approval prior to a full financial case of the Town Hall refurbishment being presented to Cabinet later.

9.2 All financials are inclusive of the 3.5% Constellia fee.

Timescales

10. The below table highlights each RIBA stage with timescales, budget, and break clauses.

10.1 Should Cabinet approve the appointment of Ellis Williams for the project full amount, the proposal is to return to Cabinet following the RIBA stage 2 (BREAK CLAUSE) with the designs, to seek further approval to proceed to the next RIBA stages. Initially, we may not require funding past the RIBA stages 0-2, of £295,557.00

RIBA Stage	Description	Fee Amount £
RIBA Stage 0-2	This includes:	
	Architect Fee	179,018.00
	Principal Designer	11,539.00
	Provisional Sum- Surveys and Investigations (as and when client request, full amount may not be required)	85,000.00
	Acoustic Consultancy & Fire engineering	20,000.00
Subtotal 0-2		295,557.00
RIBA Stage 3		407,722.50
RIBA Stage 4-7		1,048,775.50
Total		1,752,055.00

11 Recommendations/ Next Steps

11.1. To ensure on going compliance of the Town Hall building and progress the refurbishment project the following additional actions are now required.

11.2 Wilde Consultants Limited have now undertaken the RAAC assessment of Town Hall and they have advised that there is no RAAC present in the building.

11.3 Currently seeking approval to undertake procurement process to seek preferred supplier for asbestos survey.

- 11.4 LK are advising whether the roof contractor should remove the asbestos as part of the roof works or whether it would be beneficial to remove ahead of the roof works.
- 11.5 Additional Ceiling Remedial Works - During the original structural survey carried out in March 2024, various ceilings were identified as showing signs of cracking and delamination, work has commenced inspecting and repairing the ceilings identified, a further survey of all ceiling spaces is to be carried out in May 2025.

There is a requirement to produce a ceiling risk plan, and this was initially discussed that Council staff were to carry this out, but due to lack of staff within the architect department, this is something that they are not able to produce. Due to this lack of resource, there is now a need for us to carry this out externally, which at cost, will delay timescales.

	Ref*	Sub Total £
Additional LK Group Consultancy fees (Incl contingency)	External Consultancy	25,675
Additional design fees to RIBA Stage 2	Architect	58,018
Project Manager Post (SM2)	Resource	91,250
RAAC Survey costs	Compliance	2,820
Fire Compartmentation	Compliance	10,000
Additional Ceiling Remedial surveys (delaminated ceiling)	Compliance	10,000
Additional Ceiling Remedial works	Compliance	50,000
Asbestos removal (Elizabethan Suite) Including contingency	Compliance	£350,000
BIM Survey	Refurbishment	38,435
Drone survey	Refurbishment	1,865
Contingency	Refurbishment	50,000
Total		£649,628

12. Project Manager Requirement

- 12.1 In addition to the above works, it will be essential to ensure adequate capacity and experience within the team to manage the decant and relocation of staff and implement the construction elements of the project. A major project manager will be required to oversee the work and take overall responsibility for the programme.
- 12.2 The project manager will need to be a competent construction manager with experience of planning, coordinating, and overseeing all aspects of a construction project from its inception to completion and understand space planning requirements with experience in designing spaces for teams, especially those with very specific requirements.
- 12.3 The experience of Trafford was that the early and ongoing dialogue with space users was critical to achieving a successful outcome and the Town Hall project manager will need to provide 'hands-on' capacity in managing the logistics of the movement of

teams, the reuse and ordering of new furniture and working with IT to implement phases of the project.

- 12.4 This new post will be considered within a specific Town Hall Project team, at a Grade SM2, initially for a 12-month period and then will be considered as part of the Town Hall business case.

13. Project Governance

- 13.1 A Town Hall Board to oversee the direction/progress/risks of the project will be progressed on the acceptance of this cabinet report, with a governance structure created to involve stakeholder engagement early in the process. The board will report both into the Finance Board and Property & Estates Board to audit decisions made and ultimately to Cabinet where required
- 13.2 The project will be supported by resources in the Future Asset Programme as there are significant dependencies with projects progressed under that programme.

14. Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Delay in appointment of architect to undertake work- Impacting on the 3KP/ 6KP and future rental savings.	Cabinet to approve and proceed with appointment up to RIBA Stage 2, to allow the design work, alongside the development of a detailed financial analysis and investment case, is critical for the proposed refurbishment of the Town Hall
Delay in approval of additional budget for: <ul style="list-style-type: none"> Project Manager – does not enable experienced construction oversight to engage with the architect from the project commencement Compliance/ Asbestos removal- Town Hall Staff/Visitors and Residents at risk and will have to Continue to repair any ad hoc repairs on the Town Hall. 	Cabinet to Cabinet to approve additional budget and delegate the Future Asset Programme to oversee the compliance programme of work on the Town Hall and proceed to procure the Project Manager.
Slippage of timescales	Impacts upon future provision of suitable office accommodation for staff, in addition to 3KP/ 6KP future rental savings.
Not proceeding with project will create a lack of efficient space for staff	Impacts upon future provision of suitable office accommodation for staff and contingency will need to be explored.
Works whilst Town Hall occupied by staff	Potential to cause disruption to those occupying the building and potential to hold up works. To decant to an alternative location will add further costs to the project budget.
Staff Engagement	Lack of appropriate buy-in from staff will be detrimental. Staff engagement imperative from the outset. PM appointment will be critical in

	mitigating this risk, with a stakeholder engagement plan to be developed to enhance the potential success of the project.
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Links with the Corporate Priorities:

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

15. The Town Hall refurbishment creates the opportunity to develop a single service hub for Council services, the challenge of laying and redesigning building to enable better provision of public services will sit with the selected architects.

16. 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**. There must be a signed off EIA template appended with a full analysis or explanation as to why an analysis is not needed for the report to be put forward to cabinet.*

Intranet link to EIA documents is [here](#).

Sign off to be completed by the Council's Equality, Diversity, and Inclusion (EDI) Manager (contact l.cawley@bury.gov.uk for advice).

- 16.1 There is the potential to impact Bury Council staff, currently working in the Town Hall, 3KP and 6KP. Impact is yet unknown but will be further explored as part of the design phase of the programme, and mitigating actions to be considered as appropriate.
- 16.2 An EIA will be completed (as part of the programme design phase) to assess if the changes within this programme will bring about major equality impacts and any mitigating impacts will be included within the implementation programme, as appropriate.

Where appropriate, separate EIAs will be undertaken on individual elements of the programme to assess equality impacts within each of the individual workstreams/ projects.

- 16.3 There is the potential to impact partner organisations who lease buildings/ space from Bury Council, particularly the staff currently working in the buildings. Impact is yet unknown but will be further explored as part of the implementation phase of the programme and mitigating action considered as appropriate.
- 16.4 There is the potential to impact service users, currently visiting the buildings i.e. residents. Impact is yet unknown but will be further explored as part of the implementation phase of the programme and mitigating action considered as appropriate.

17. 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)*

- 17.1 Any environmental impact and considerations will further be explored at the design stage, to identify and reduce the any potential carbon savings within our council buildings.

Legal Implications:

To be completed by the Council's Monitoring Officer.

18. Appointment of an Architect has been carried out under the Constellia Framework. Use of frameworks is an established method of reducing the timescales involved whilst adhering to the requirements of the procurement regime. They also enable the local authority to access prices which have already undergone market testing and thereby achieve better value. The form of the contract will be determined by the framework. This procurement was carried out under the Public Contracts Regulations 2015 prior to the commencement of the Procurement Act.

19. Financial Implications:

To be completed by the Council's Section 151 Officer.

- 19.1 It is acknowledged that the Compliance Repairs are urgent and that there is an approved Capital Budget to carry these out.

The long-term future savings being targeted by rationalising the administrative buildings estate and allowing the Council to exit from the leases in 3 & 6 Knowsley Place, are dependent on the refurbishment of the Town Hall.

The end of the lease for 3KP is 2035 and there is a break clause in the lease for 6KP in 2031. Should we not be able to exit the lease on 3KP or to give the required notice on 6KP, there would be additional rental & maintenance costs going forwards.

Whilst acknowledging the need to progress with this project, the break clauses at the ends of RIBA stages 2 & 4 allow the Council the flexibility to pause should circumstances make this necessary.

It is Finance's recommendation that this paper be accepted to allow both the urgent Compliance Repairs to be carried out and the Town Hall project to commence.

Appendices:

None

Background papers:

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

- Capital Board Papers - June 2024
- Proposals to deliver a phased approach to Town Hall refurbishments.
 - Structural Inspection Report (Feb 2024)
 - Priced Defects Schedule

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

Term	Meaning

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**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY HELD ON FRIDAY 28TH MARCH 2025 AT OLDHAM TOWN HALL**

PRESENT

Mayor of Greater Manchester	Andy Burnham (in the Chair)
Deputy Mayor (Police, Crime & Fire)	Kate Green
Bolton	Councillor Nicholas Peel
Bury	Councillor Eamonn O'Brien
Manchester	Councillor Joanna Midgley
Oldham	Councillor Arooj Shah
Rochdale	Councillor Neil Emmott
Stockport	Councillor Mark Hunter
Tameside	Councillor Eleanor Wills
Trafford	Councillor Tom Ross

ALSO IN ATTENDANCE:

Salford	Councillor Jack Youd
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OFFICERS IN ATTENDANCE:

Group Chief Executive Officer, GMCA, GMFRS & TfGM	Caroline Simpson
Group Monitoring Officer	Gillian Duckworth
Group Chief Finance Officer	Steve Wilson
Bolton	Sue Johnson
Bury	Lynne Ridsdale
Manchester	Paul Marshall
Oldham	Shelley Kipling
Rochdale	Steve Rumbelow
Salford	Melissa Caslake
Stockport	Michael Cullen
Tameside	Harry Catherall
Trafford	Sarah Saleh

Wigan	James Winterbottom
Office of the GM Mayor	Kevin Lee
TfGM	Steve Warrener
TfGM	Martin Lax
GMCA	Sarah Horseman
GMCA	Sylvia Welsh
GMCA	Lee Teasdale

GMCA 35/25 APOLOGIES

1. That apologies be received and noted from received and noted from Councillor Bev Craig (Manchester), City Mayor Paul Dennett (Salford), Councillor David Molyneux (Wigan), Tom Stannard (Manchester), Sara Todd (Trafford), Alison McKenzie-Folan (Wigan) & Councillor Nadim Muslim.
2. That the GMCA expresses its condolences to Councillor Nadim Muslim and his family following the recent loss of his father.

GMCA 36/24 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

Andy Burnham, Mayor of Greater Manchester, opened the meeting by confirming that Carlos Meakin had been appointed as the new Deputy Chief Fire Officer following the retirement of DCFO Ben Norman. Congratulations were expressed to Carlos who had risen through the ranks of GMFRS as a ‘home grown’ success story, and thanks were expressed by all to Ben Norman for his considerable contributions to the improvements in GMFRS seen in recent years.

Councillor Mark Hunter informed members of the concerning announcement made by SKY overnight that they planned to close three of their call centres, resulting in the loss of circa 2000 jobs. Stockport Council were only advised of this at around the same time as the media. This amounted to a ‘bolt from the blue’ for Stockport and would mean serious job losses in the region. Support was expressed for these individuals and the Mayor of Greater Manchester would work with the Leader of

Stockport to arrange a meeting with SKY's leadership to discuss their rationale, explore any possible alternatives, and ensure that they fulfil their responsibilities to their employees and the GM community.

The GMCA expressed its thanks and best wishes to Councillor Mark Hunter, following the announcement that he intends to stand down as the Leader of Stockport Council at the end of May 2025.

The GMCA expressed its thanks and best wishes to Steven Rumbelow ahead of his retirement as the Chief Executive of Rochdale Borough Council in April 2025.

RESOLVED /-

1. That the appointment of Carlos Meakin as the new Deputy Chief Fire Officer of Greater Manchester Fire & Rescue Service be noted and welcomed.
2. That the GMCA record its thanks to the outgoing Deputy Chief Fire Officer, Ben Norman, for his considerable contributions to the work of Greater Manchester Fire & Rescue Service.
3. That the GMCA records its support for all individuals impacted by the announcement that SKY was planning to close three call centre sites in the UK, including Stockport, putting 2,000 jobs at risk.
4. That the Mayor of Greater Manchester will work with the Leader of Stockport Council and relevant officers to arrange a meeting with SKY's leadership to discuss their rationale, explore any possible alternatives, and ensure that they fulfil their responsibilities to their employees and the GM community.
5. That the GMCA record its thanks and best wishes to Councillor Mark Hunter, following the announcement that he intends to stand down as the Leader of Stockport Council at the end of May 2025.
6. That the GMCA record its thanks and best wishes to Steven Rumbelow following his retirement as the Chief Executive of Rochdale Borough Council.

GMCA 37/25 DECLARATIONS OF INTEREST

RESOLVED /-

There were none.

**GMCA 38/25 MINUTES OF THE GMCA MEETING HELD ON 7 FEBRUARY
2025**

RESOLVED /-

That the minutes of the GMCA meeting held on 7 February 2025 be approved as a correct record.

**GMCA 39/25 MINUTES OF THE GMCA OVERVIEW & SCRUTINY
COMMITTEE HELD ON 26 FEBRUARY 2025**

RESOLVED /-

1. That the minutes of the GMCA Overview & Scrutiny Committee held on 26 February 2025 be noted.

**GMCA 40/25 GMCA BEE NETWORK COMMITTEE MINUTES – 27
FEBRUARY 2025**

RESOLVED /-

That the minutes of the GMCA Bee Network Committee held on 27 February 2025 be noted.

**GMCA 41/25 GMCA WASTE & RECYCLING COMMITTEE – MINUTES OF
THE MEETING HELD ON 12 MARCH 2025**

RESOLVED /-

1. That the proceedings of the meeting of the GMCA Waste & Recycling Committee held on 12 March 2025 be noted.

**GMCA 42/25 GMCA AUDIT COMMITTEE – MINUTES OF THE MEETING
HELD ON 19 MARCH 2025**

RESOLVED /-

1. That the proceedings of the meeting of the GMCA Audit Committee held on 19 March 2025 be noted.

GMCA 43/25 GM APPOINTMENTS

RESOLVED /-

1. That the appointment of Councillor Jackie Schofield as the GMCA substitute member to Councillor Nick Peel (Bolton) be noted.
2. That Councillor Jacqueline Owen (Tameside) be appointed as a member of the GMCA Overview & Scrutiny Committee.
3. That Councillor Sangita Patel (Tameside) be appointed as a substitute member of the GMCA Overview & Scrutiny Committee.
4. That Councillor Helen Foster-Grime (Stockport) be appointed to the GM Culture & Social Impact Fund Committee.
5. That Councillor Sean Fielding (Bolton) be appointed to the GM Homelessness Board.
6. That Councillor Helen Foster-Grime (Stockport) be appointed as a substitute member of the GM Homelessness Programme Board.

GMCA 44/25

#BEEWELL HEADLINES REPORT

Councillor Mark Hunter, Portfolio Lead for Children & Young People, presented a report outlining the key findings of the 2024 survey results, ahead of publication in late March 2025, and providing an overview of the next steps.

This was the fourth year of the survey which had heard from some 100,000 young people in 196 secondary schools across GM. Life satisfaction and psychological wellbeing scores had been a key focus of the survey. The feedback had indicated some positive results but with a persistent undercurrent of inequalities. It was also noted that wellbeing remained lower for those students who identified as LGBTQI+.

The Mayor welcomed the report, stating that the survey had developed into an incredible resource for the region – providing a ‘treasure trove’ of insights into how young people in the region were thinking and feeling. These insights would be particularly helpful in revising the further education picture in the region and getting to the root of the issue for those young people who end up in a position where they are not in education, employment or training.

Members reflected that the report highlighted more than ever how important it was not to remove any safety nets from families suffering financial insecurities. 10% of children had indicated that there were times when the food in their home had ‘run out’ and they were left hungry, which was shocking. The Mayor agreed, stating that the report would aid in the further development of the Live Well proposition.

It was confirmed that whilst this report focussed on the GM aggregate figures, these figures were available to councillors on a level broken down by neighbourhoods.

It was also noted that the findings would be helpful to Councillor Arooj Shah in her role as the national Chair of the LGA Children & Young People’s Board.

RESOLVED /-

1. That the key findings of the 2023 #BeeWell survey results be noted.
2. That approval be given to act on what the data is telling us and support the #BeeWell mission to make young people’s wellbeing everybody’s business. Support the development of an action plan to improve young people’s wellbeing, across the city region and into localities and neighbourhoods. Utilise

the insights to inform future policy, including our ambitions to create a stronger education system.

3. That GM Local Authorities be requested to celebrate the improvement of young people's wellbeing by sharing a quote or short video clip to beewell@manchester.ac.uk highlighting how you are supporting young people in Greater Manchester to #BeeWell.
4. That it be noted that the dashboard breaking down details by neighbourhood will be published on 4th April 2025.
5. That the GMCA record Councillor Mark Hunter thanks to the Children & Young People's Team at the GMCA for their support to him as portfolio lead over the past two years.
6. That it be noted that the findings will be helpful to Councillor Arooj Shah in her role as the national Chair on the LGA Children & Young People's Board.

GMCA 45/25 DELIVERING THE BEE NETWORK (PERFORMANCE & DELIVERY)

Andy Burnham, Mayor of Greater Manchester, presented a report providing an overview of the performance of Greater Manchester's transport network for the period December 2024 – February 2025.

The Mayor highlighted the successful implementation of the 'Pay and Go' scheme which had gone live on 23rd March 2025. Thanks were expressed to the officers at TfGM who had collectively led on the launch of this system, which now concluded phase 1 of the Bee Network launch. It was also noted that Pay and Go had proved to be an immediate success with 120,000 customer uses of it within the first four days of operation.

Work had already taken place to improve and optimise 75 different bus routes across GM, showing the benefits of the powers now afforded through the Bee Network.

Punctuality had now risen to over 80% in tranche 1 areas, up from a low of 69% pre-franchising.

Safety and security issues were highlighted. The GMCA was advised that a significant agreement had now been reached following extensive communications with Greater Manchester Police and TfGM, which would see the launch in the autumn of 2025 of TravelSafe Live Chat. This was a dedicated service focussed on safety on the public transport system. The introduction of this was not possible until the autumn as it was more than simply an app/front door, but instead would make use of all resources in the system to integrate and create a uniformed presence alongside a safely accessible live chat function.

RESOLVED /-

1. That the performance of Greater Manchester's Transport Network be noted.
2. That the GMCA record its thanks to the team at TfGM for the delivery of the 'Pay and Go' scheme from 23rd March, concluding a successful phase 1 launch of the Bee Network.
3. That it be noted that a significant agreement has been reached with Greater Manchester Police on the introduction a TravelSafe Live Chat from Autumn 2025.
4. That minimum models of service for Partington and other areas traditionally underserved by transport networks in the region will be considered as part of the network review.
5. That it be noted that within the first 4 days of operation, the 'Pay and Go' system had seen 120,000 customers take advantage of the scheme.

**GMCA 46/25 RAIL REFORM BILL CONSULTATION – A RAILWAY FIT FOR
BRITAIN’S FUTURE**

Andy Burnham, Mayor of Greater Manchester, provided an update outlining the GMCA approach to responding to the Department for Transport’s (DfT) Rail Reform Consultation: A Railway Fit for Britain’s Future.

The response from GM would be shaped around what it was felt the city region required to ensure that the Bee Network system, including the integration of the six rail lines, worked smoothly as a single system. It was vital going forward that rail was not an outlier within the system, and that it performed to the same level seen across other transport modes.

The Mayor would be asking all Members of Parliament in the region to support the asks being made through the consultation process.

RESOLVED /-

1. That the content of the consultation and how it related to Greater Manchester’s ambitions for rail be noted.
2. That the outline GMCA response to the consultation, and the proposed approach for developing the response further be endorsed.
3. That authority be delegated to the Group Chief Executive, in consultation with the GM Mayor, to finalise and submit a response to the consultation.
4. That all GM MPs would be asked to support the lobbying of government on rail reform in the region.
5. That the Group Chief Executive will seek agreement on the transfer of rail land to TfGM for regeneration as part of the Task and Finish Group.

**GMCA 47/25 APPROACH TO THE ALLOCATION AND USE OF
FLEXIBILITIES IN THE INTEGRATED SETTLEMENT FUNDING
FOR 2025/26**

Caroline Simpson, GMCA Group Chief Executive, presented a report providing an overview of, and seeking approval for, the proposed approach to the allocation and ongoing management of the Integrated Settlement funding, and the use of flexibilities for the 2025/26 financial year.

The settlement figure for the first year was confirmed as £630m. It was stated that this first year would be a transitional one, and GMCA was in the process of agreeing a number of outcomes with the government around the allocation and spending of the funding settlement. As part of the process, the report set out some of the principles being proposed around resource allocation for the next financial year.

RESOLVED /-

1. That the approach to the use of integrated settlement flexibilities within 2025/26 be approved.
2. That the approach to virement of integrated settlement (under GMCA constitution scheme of delegation) be approved
3. That a further report be submitted to the GMCA in due course.

**GMCA 48/25 DETAILS ON THE PRINCIPLES AND ACTIVITY OF THE
2025/26 UK SHARED PROSPERITY FUND EXTENSION**

Steve Wilson, Group Chief Finance Officer, presented a report outlining the principles and details of the activity for the 2025/26 extension of UK Shared Prosperity Fund (UKSPF) into the Local Growth and Place Pillar of Integrated Settlement.

The paper set out the allocations with a particular focus on the impact of a 19% reduction in national funding and how the VCSFE sector could be protected at 24/25 levels whilst also minimising the impact upon the GM local authorities, and also taking advantage of the new flexibilities available.

RESOLVED /-

1. That the approach to allocations to programmes formerly funded through UKSPF for 2025/26 under the Local Growth and Place pillar of Integrated Settlement and the proposed allocations and proposals, as set out in the report, be approved.

**GMCA 49/25 WORKING WELL: INDIVIDUAL PLACEMENT AND SUPPORT
IN PRIMARY CARE (IPSPC) PROGRAMME**

Councillor Eamonn O'Brien, Portfolio Lead for Technical Education, Skills & Work presented a report providing an update on the Working Well: Individual Placement and Support in Primary Care (IPSPC) programme, including an overview of the current procurement process being undertaken for a similar service to be in place for 2025/26.

Included within the report was a proposal related to the approval of a new contract similar to the offer previously provided through Working Well.

RESOLVED /-

1. That the procurement of a similar service to the current Working Well: IPSPC programme for 2025/26, on the basis set out in this report, be approved.
2. That authority be delegated to the GMCA Chief Finance Officer, in consultation with the Chief Executive Portfolio Lead and Portfolio Leader for Technical Education, Work & Skills, to approve the award of the new contract and any post-award variations to the contract including approving any extensions provided for in the contract.

**GMCA 50/25 IMPLEMENTATION AND CAPACITY BUILDING FUND TO
LAUNCH ROLL-OUT OF GM LIVE WELL**

Andy Burnham, Mayor of Greater Manchester & Caroline Simpson, GMCA Group Chief Executive, presented a report outlining Greater Manchester's Live Well ambition and seek approval for the establishment of an implementation support fund to initiate roll-out. GM Live Well aims to deliver consistent and comprehensive support across all

neighbourhoods in Greater Manchester, contributing to the Growth and Prevention plan over the next 10 years.

There was a significant amount of momentum building around Live Well and early investment was required to capitalise upon this. £10m investment had been received from the government as part of their inactivity trailblazer. GMCA now sought to match the government investment with an additional £10m.

The principles on which the monies would be spent had been developed with all localities and neighbourhood teams, and this funding would be transferred in full to these localities to support the capacity needed to properly deliver the Live Well model. 50% of this funding would also be provided to local VCFSE sector partners as acknowledgement of the absolutely vital services they provided within the local ecosystem.

RESOLVED -/

That the use of £5m to create an implementation support fund, as set out in paragraph 4, including the flow of investment into localities, noting the specific deliverables identified in the report, be approved.

GMCA 51/25 GMCA HOMELESSNESS AND A BED EVERY NIGHT

Andy Burnham, Mayor of Greater Manchester, provided an update on the Homelessness work of the GMCA and specifically, A Bed Every Night. To seek approval for the proposed allocation and administration arrangements for a range of Government grants for 2025/26.

It was advised that the Overview & Scrutiny Committee had considered A Bed Every Night at its latest meeting, and during an encouraging conversation on how GM had improved its homelessness support services in recent year had raised some helpful points. These included concerns around availability of beds, particularly for women and larger families; a landscape that was quite complex for councillors to provide the right signposting; and considering any opportunities that could be developed through the Live Well model.

It was recognised that to meet the increased level of challenge being faced, there was a need to further strengthen the Bed Every Night offer, and the paper proposed an uplift in the programme to 600 individuals from April 2025.

It was raised that officers in Bolton had picked up on some underperformance in the rough sleeper accommodation grant. Flexibilities in the grants would allow for the identification of quicker and better results.

RESOLVED /-

1. That approval be given to the proposed funding allocations and administration arrangements as set out in the report, for the following programmes:
 - Rough Sleeping Prevention and Recovery Grant
 - Rough Sleeping Accommodation Grant
 - A Bed Every Night
 - GM Housing First/RSAP Programme
 - Youth Homelessness Prevention Pathfinder
2. That the current position in relation to the GM Community Accommodation Tier 3 programme be noted.
3. That authority be delegated to the GMCA Group Chief Finance Officer to determine the final allocations to the projects, referred to in Tables 5) and 6) in the report, in the event that the additional required funding referred to in paragraph 5.10 becomes available.
4. That the comments raised by the GM Overview & Scrutiny Committee be supported and that officers be requested to consider how these recommendations could be incorporated into the Live Well model given the funding implications.
5. That it was noted that the Rough Sleeper Accommodation Grant was currently underperforming and that consideration may want to be given to secure improved and faster results.

GMCA 52/25 GM ADULT SKILLS UPDATE

Councillor Eamonn O'Brien, Portfolio Lead for Technical Education, Skills & Work, presented a report setting out the achievements and performance of GM's devolved Adult Education Budget (AEB) for the 2023/2024 academic year, the developments and progress of GM's Adult Skills for the current 2024/2025 academic year, setting out priorities and plans for the 2025/2026 academic year, and setting out proposed direction of travel for Integrated Settlement- bringing together skills & work.

The benefits of the devolved skills funding were really beginning to be seen, with engagement the economically inactive rising exponentially and an overall 54,000 people having engaged with adults skills provision – a significant step towards the target of getting an extra 150,000 people into employment.

RESOLVED /-

1. That the achievements and performance of Greater Manchester's devolved Adult Education Budget (AEB) for the 2023/2024 academic year, set out in Section 2 of the report, be noted.
2. That the developments and progress of Greater Manchester's devolved Adult Education Budget (AEB) for the current 2024/2025 academic year, set out in Section 3 of the report, be noted.
3. That the approach towards integration, as set out in Section 5 of the report, be noted.
4. That approval be given to the indicative 2025/2026 academic year GM Adult Skills allocations for grant funded and procured providers and that delegated authority be granted to the Group Chief Finance Officer, in consultation with the Leader and Chief Executive Portfolio Lead for Education, Skills, Work, Apprenticeships and Digital, to agree any minor changes that arise during discussions between each institution / organisation and GMCA, set out in Section 4 of the report.

5. That authority be delegated to the the Group Chief Finance Officer, in consultation with the Leader and Chief Executive Portfolio Lead for Education, Skills, Work, Apprenticeships and Digital, to make decisions relating to commissioning and procurement of skills & work delivery during the 2025/2026 academic year utilising existing adult skills funding and any adult skills reserves, set out in Section 4 of the report.
6. That support for the administration and management costs for the 2025/2026 academic year, be approved.
7. That the Mayor of Greater Manchester approved the proposed indicative 2025/2026 academic year GM Adult Skills allocations for grant funded Local Authorities and to grant delegated authority to the Chief Finance Officer, in consultation with the Leader and Chief Executive Portfolio Lead for Education, Skills, Work, Apprenticeships and Digital, to agree any minor changes that arise during discussions between each institution and GMCA, set out in Section 4 of the report.
8. That the Mayor of Greater Manchester approved the continuation of the Adult Skills LA Grant Programme to each of the ten local authorities for the 2025/2026 academic year.
9. That the GMCA record its thanks to Gemma Marsh for all her considerable work on leading the skills landscape in GM.

GMCA 53/25 BUSINESS RATES UPDATE

Steve Wilson, Group Chief Finance Officer, presented a report providing an update on the position in respect of the new 100% retained business retention scheme agreed as part of the Trailblazer Devolution Deal (TDD). It includes the latest position on the current GM business rates funded schemes, the forecasts for 2024/25 expenditure

and income and seeks support for proposed 2025/26 schemes, funded from the income expected to be received in 2024/25.

The Mayor highlighted comments raised by the Overview & Scrutiny Committee. These included members highlighting that there remained a number of uncertainties regarding the impact of business rates reset and that this did not allow for long term planning of priorities; concern was expressed that the £0.5m for flood management may not be sufficient; and whilst the climate crisis cut across all priority areas, it was still vital that this was not overlooked as a area of priority for the region.

RESOLVED /-

1. That the forecast, as at the end of quarter 3, for 2024/25 business rates income be noted.
2. That the planned income for 2025/26 be noted.
3. That the proposed 2025/26 GM use of the 2024/25 business rates income be approved.
4. That the position in respect of the future developments in relation to retained business rates be noted, including:
 - National business rates reset
 - GM partial reset
 - Approach to the use of income secured through the enhanced business rates retention zones
 - Alignment of future business rates income with the GMCA Integrated Settlement
5. That the comments raised by the GM Overview & Scrutiny Committee be received.

**GMCA 54/25 TREASURY MANAGEMENT STRATEGY STATEMENT,
MINIMUM REVENUE PROVISION POLICY STATEMENT AND
ANNUAL INVESTMENT STRATEGY 2025/26**

Steve Wilson, Group Finance Officer, presented a report setting out the proposed Treasury Management Strategy Statement, Borrowing Limits and Prudential Indicators for 2025/26 to 2027/28 for the Authority. The strategy reflects the 2024-2028 capital programme for Transport, Economic Development, Fire and Rescue, Waste and Police.

RESOLVED /-

That the Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2025/26 be approved.

GMCA 55/25 2025/26 GMCA CAPITAL STRATEGY

Steve Wilson, Group Finance Officer, presented a report providing an update on the GMCA Capital Strategy.

RESOLVED /-

That the Capital Strategy for 2025/26 be approved.

GMCA 56/25 GMCA REVENUE UPDATE – QUARTER 3 2024/25

Steve Wilson, Group Chief Finance Officer, presented a report informing members of the Greater Manchester Combined Authority financial position at the end of December 2024 (Quarter 3) and forecast revenue outturn position for the 2024/25 financial year.

RESOLVED /-

That the forecast position at 31st December 2024 be noted.

GMCA 57/25 NET ZERO HOUSING RETROFIT FRAMEWORK AGREEMENT

Councillor Tom Ross, Portfolio Lead for Green City Region, presented a report providing information on the procurement of a GMCA led £1 billion national Net Zero Housing Retrofit Framework Agreement. The Framework Agreement provided a Public Procurement Regulations compliant route to market for Local Authorities and Social Housing Providers, amongst others, to procure energy efficiency and low carbon heating retrofitting measures in social and private sector housing.

By taking a leading role and procuring this national framework, the GMCA had created an opportunity to local green technology firms to access this funding pot.

RESOLVED /-

1. That the creation of a Net Zero Housing Retrofit Framework Agreement be noted and that its use be promoted.
2. That it be noted that the sustainability assessment identified numerous long term positive impacts on health, wellbeing, jobs and skills as well as carbon reduction through the increase in home energy efficiency and reduction in fuel poverty.

**GMCA 58/25 MAYORAL DEVELOPMENT CORPORATION (MDC) FOR
NORTHERN GATEWAY – CONSULTATION**

Andy Burnham, Mayor of Greater Manchester presented a report setting out the plans to consult on the establishment of a Mayoral Development Corporation (MDC) covering the Northern Gateway sites in Atom Valley.

The Mayor emphasised that in any scenario, it was absolutely vital that Atom Valley moves forward with the highest degree of ambition to deliver on its potential for the north east of the region over the next decade and it was vital to now get into the position to commence delivery, with a streamlined focussed governance system put into place, particularly in advance of the anticipated government industrial strategy, and infrastructure strategy. It was known that a highway strategy would be required in order to unlock the full potential of the site.

RESOLVED /-

1. That the Mayor undertaking a consultation exercise in respect of the designation of a Mayoral Development Corporation for Northern Gateway (Chapter 4) be endorsed.
2. That it be noted that a further report setting out the outcome of the consultation will be submitted to the GMCA.
3. That the Mayor of Greater Manchester approved the undertaking of a consultation exercise in respect of the designation of a Mayoral Development Corporation for Northern Gateway.
4. That Transport for Greater Manchester would be requested to accelerate the Tram/Train Pathfinder to support the business case for Atom Valley and the Northern Gateway MDC.

**GMCA 59/25 PROPOSED EXPANSION OF STOCKPORT MAYORAL
DEVELOPMENT CORPORATION (MDC) CONSULTATION**

Andy Burnham, Mayor of Greater Manchester presented a report seeking approval from the GMCA to consult on the expansion of the Mayoral development area covered by Stockport Mayoral Development Corporation from the area 'Stockport Town Centre West' to include the area 'Stockport Town Centre East' enabling it to become the delivery vehicle for housing-led regeneration across the entirety of Stockport town centre.

RESOLVED /-

1. That the proposal for contact to be made with the relevant Government department to outline proposals for the expansion of the Stockport Mayoral development area and obtain support for the proposed process for expansion, as set out in this report, be approved.
2. That the proposal to undertake a consultation on expanding the Mayoral development area covered by Stockport Mayoral Development Corporation

from the area 'Stockport Town Centre West' to include the area 'Stockport Town Centre East' (see Appendix One), enabling it to become the delivery vehicle for housing-led regeneration across the entirety of Stockport town centre be endorsed.

3. That the Mayor of Greater Manchester approved the undertaking of a consultation exercise, as described above and in the report.

GMCA 60/25 GM HOUSING INVESTMENT LOANS FUND / GM BROWNFIELD HOUSING FUND

Steve Rumbelow, Chief Executive Lead for Housing First, presented a report seeking for the GMCA to agree a delegation to the GMCA Chief Executive acting in conjunction with the Portfolio Lead for Housing First to approve urgent variations to existing funding from the GM Housing Investment Loans Fund, and to approve new funding and urgent variations to existing funding from the Brownfield Housing Fund.

From the end of March 2025, it would not be possible to enter into any new agreements to allow for a runoff period of 3 years until the fund formally closes in 2028. This had been a massively successful fund to date. It had originally formed a £300m loan from government and since had been used to support over £1bn of investment into loans supporting housing development and around £26m of equity funding. The target had been to see 10,000 homes delivered and there had been an overachievement with circa 11,000 homes built.

RESOLVED /-

1. That authority be delegated to the Group Chief Executive, in consultation with the Portfolio Lead for Housing, to approve urgent variations to existing funding from the GM Housing Investment Loans Fund, and approve new funding and urgent variations to existing funding from the Brownfield Housing Fund, in the period 29 March 2025 to 29 May 2025.
2. That authority be delegated to the Group Chief Finance Officer, in consultation with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.

3. That the achievements of the GM Housing Investment Loan Fund, which will be closed to new commitments at the end of March 2025 be noted.

GMCA 61/25 GREATER MANCHESTER INVESTMENT FRAMEWORK FUND

Steve Wilson, Group Chief Finance Officer, presented a report seeking approval to delegate authority to the Combined Authority Chief Executive in consultation with the Group Chief Finance Officer and the Portfolio Lead for Investment and Resources, to approve projects for funding and agree urgent variations to the terms of funding previously approved by the Combined Authority, for the period 29 March 2025 to 29 May 2025.

RESOLVED /-

1. That an equity investment of £125,000 to Wi-Q Limited, approved under delegation be noted.
2. That authority be delegated to the Group Chief Finance Officer and Group Solicitor and 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 loans, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loans noted above.
3. That authority be delegated to the Group Chief Executive Officer, and Group Finance Officer, in consultation with the Portfolio Lead for Investment and Resources, to approve projects for funding and agree urgent variations to the terms of funding in the period 29 March 2025 to 29 May 2025.
4. That it be noted that any recommendations that are approved under the delegation will be reported to the next available meeting of the Combined Authority

