

# AGENDA FOR CABINET



*Contact:* Chloe Ashworth  
*Direct Line:* 0161 253 5132  
*E-mail:* c.ashworth@bury.gov.uk  
*Web Site:* www.bury.gov.uk

**To: All Members of Cabinet**

**Councillors :** E O'Brien (Leader and Cabinet Member, Strategic Growth) (Chair), 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:-

|                             |                                                                                                                                                                                               |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Date:</b>                | Wednesday, 9 July 2025                                                                                                                                                                        |
| <b>Place:</b>               | Council Chamber - Town Hall                                                                                                                                                                   |
| <b>Time:</b>                | 6.00 pm                                                                                                                                                                                       |
| <b>Briefing Facilities:</b> | 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. |
| <b>Notes:</b>               |                                                                                                                                                                                               |

## **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, 07<sup>th</sup> July 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 04<sup>th</sup> July 2025.

### **5 MINUTES *(Pages 5 - 18)***

Minutes from the meeting held on 11<sup>th</sup> June are attached.

### **6 MILLWOOD PRIMARY SPECIAL SCHOOL - REQUEST FOR APPROVAL TO PROCEED TO APPOINT CONTRACTOR *(Pages 19 - 34)***

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

### **7 REFRESHED RESIDENTIAL AND NURSING HOME CONTRACT AND CONTRACT MANAGEMENT PROCESS *(Pages 35 - 44)***

Report from the Cabinet Member for Adult Care, Health and Public Service Reform

### **8 NORTHERN GATEWAY MDC *(Pages 45 - 138)***

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

### **9 BRADLEY FOLD TRADING ESTATE *(Pages 139 - 150)***

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

### **10 GREATER MANCHESTER JOINT MINERALS AND WASTE PLAN *(Pages 151 - 164)***

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

**11 NEIGHBOURHOOD SUPPORT HOUSING SERVICES - YOUNG PEOPLE'S ACCOMMODATION & SUPPORT TENDER** *(Pages 165 - 190)*

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

**12 GREATER MANCHESTER LOCAL NATURE RECOVERY STRATEGY** *(Pages 191 - 300)*

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

**13 CORPORATE CORE SENIOR STRUCTURE** *(Pages 301 - 306)*

Report from Cabinet Member, Customer Service, Communications and Corporate Affairs

**14 EXTENSION OF COUNCIL CONTRACT FOR DELIVERY OF PARKING ENFORCEMENT** *(Pages 307 - 310)*

Report from the Cabinet Member for Environment, Climate Change & Operations attached.

**15 2024-2025 FINANCIAL OUTTURN REPORT** *(Pages 311 - 334)*

Report from the Cabinet Member for Finance and Transformation attached.

**16 CAR PARKING FEES** *(Pages 335 - 344)*

Report from Cabinet Member for Environment, Climate Change & Operations is attached.

**17 HOUSING MAJOR WORKS PROGRAMME 2025/26** *(Pages 345 - 354)*

Report attached from the Cabinet Member for Housing Services.

**18 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY** *(Pages 355 - 372)*

To consider the minutes of meetings of the AGMA Executive Board and Greater Manchester Combined Authority held on 30<sup>th</sup> May 2025.

**19 URGENT BUSINESS**

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

**20 EXCLUSION OF PRESS AND PUBLIC**

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

**21      MILLWOOD PRIMARY SPECIAL SCHOOL-REQUEST FOR APPROVAL  
TO APPOINT CONTRACTOR - PART B** *(Pages 373 - 378)*

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

**22      BRADLEY FOLD TRADING ESTATE - PART B** *(Pages 379 - 408)*

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

**23      HOUSING MAJOR WORKS PROGRAMME 2025/26 - PART B** *(Pages 409 - 412)*

Report from the Cabinet Member for Housing Services attached.



**Minutes of:** Cabinet

**Date of Meeting:** 11 June 2025

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

**Also in attendance:** Councillors R Bernstein and M Smith  
Lynne Ridsdale, Jacqui Dennis, Roger Frith, Sarah Porru,  
Robert Summerfield, Sian Grant, Adrian Crook, Neil Kissock,  
Kate Waterhouse, Will Blandamer, Alexander Burchell, Chloe  
Ashworth

**Public Attendance:** 5 members of the public were present at the meeting.

**Apologies for Absence:** Councillor C Morris

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**CA.363 Apologies for Absence**

Apologies were received from Councillor Morris

**CA.364 Declarations of Interest**

There were no declarations of interest.

**CA.365 Public Question Time**

The following question was submitted in advance of the meeting by a member of the public, Alex Abbey:

Too high a concentration of HMOs in any one area is a bad thing in respects of increased crime, social cohesion, litter and parking issues. Would councillors consider a Salford style scheme where HMOs can only make up 10% residential properties within a 100 metre radius including small HMOs that Bury council don't even currently register? I would plead with those that don't currently think this is an issue, to act before it becomes one.

Responding, Councillor O'Brien acknowledged the importance of the issue and noted that while national planning policies must be followed, the Local Plan allows for local guidance. He emphasised the council's desire to maintain a balanced housing mix in Bury and confirmed that restrictions are necessary.

Councillor O'Brien referenced Salford's approach but stated that Bury intends to go further, proposing a 100-metre threshold rather than 50 metres. He cautioned against labelling all HMOs as problematic but confirmed that the draft Local Plan is taking the issue seriously and aims to provide more flexibility at the local level.

Alex Abbey asked a supplementary question asking if smaller HMO's of less than 5 residents will be considered in future decisions.

Councillor O'Brien advised Regarding smaller HMOs (those with fewer than five residents) and acknowledged the difficulty in forming a planning policy without accurate data. While only one HMO was officially registered in a particular area, residents reported six or seven. The draft Local Plan will explore registering smaller HMOs to better understand and manage their impact. He reiterated the need to remain compliant with national planning frameworks while addressing local concerns.

In addition, three additional members of the public attended and asked questions of the Cabinet.

Daniel Jacobs asked whether the Leader could confirm if the Council had obtained a Section 123 exemption from the Secretary of State to sell the Pinfold Lane Library site for less than best consideration, or whether the Council was asserting that the price agreed represented the highest achievable value for the site.

In response, the Leader referred the question to the Council's Monitoring Officer, Jacqui Dennis. Ms. Dennis explained that Section 123 of the Local Government Act 1972 requires local authorities to obtain the best consideration reasonably obtainable when disposing of land. She clarified that a general consent, which acts as an exemption, is only necessary if best value is not achieved. In this case, the Council had examined the matter in detail, obtained independent legal advice from Counsel, and secured an independent valuation of the site. Based on this, the Council was satisfied that it had met its duty under Section 123 and had achieved the best consideration reasonably obtainable. Therefore, it was not necessary to seek a general consent, although the transaction may have qualified for one. The Council strongly believed that the requirements of Section 123 had been fully discharged.

The Leader added that in making decisions of this nature, the Council must always consider what constitutes best value for residents. While in some cases this means maximising the capital receipt, in others it involves weighing broader strategic priorities. In the case of the Pinfold Lane site, the Council considered how the land could support the ambitions of the Whitefield Town Plan and meet the needs of NHS colleagues. The Uplands Medical Centre, which the NHS currently uses, is not fit for purpose, with parts of the building condemned and others requiring significant capital investment. The Council took into account the independent valuation of the site and the potential for the sale to contribute to the delivery of the Whitefield Town Plan and improved NHS services. The Leader stated that he believed the Council had followed the appropriate procedures, achieved fair market value, and delivered a positive outcome for the residents of Whitefield. He acknowledged that other interested parties may be disappointed with the outcome but stood by the decision as being in the best interests of the borough and the Whitefield community.

Ryan Sidle asked the Leader to clarify how the Council defines the term "1 to 1 basis," noting that it appeared frequently in internal correspondence disclosed under the Freedom of Information Act but lacked a clear public explanation. He suggested that a formal definition would help improve transparency in asset discussions.

The Leader invited Roger Frith, Head of Land and Property, to respond. Mr. Frith explained that the term "1 to 1 basis" is used in two main contexts. One relates to internal staff meetings, and the other refers to direct land sales to individuals, supported by an independent Red Book valuation. These transactions typically involve

local residents seeking to purchase garden plots or businesses wishing to expand into adjacent land. Each case is assessed individually and must be justified by an independent valuation.

In response to a follow-up question from Mr. Sidle, Mr. Frith confirmed that the “1 to 1” refers to the party purchasing the land, not the valuer, who is always independent.

Rebecca Partridge asked the Leader to confirm whether all competitive offers for the Pinfold Lane site were formally logged, considered, and shared with Cabinet prior to the agreement of the sale price. If not, she asked why this had not occurred.

The Leader responded that as part of the disposal process, all offers and expressions of interest are received by the Land and Property Team. For strategic sites such as Pinfold Lane, these are taken into account when final decisions are made. However, Cabinet does not oversee the procurement process itself; rather, it receives the outcomes and recommendations from officers. The Leader emphasised that officers are responsible for advising Cabinet on the best course of action, and that other bids and considerations are factored into that advice.

Ms. Partridge asked whether a representative from the relevant department could provide further clarification. Roger Frith confirmed that while there had been a number of expressions of interest in the site over the years, no formal offers had been submitted prior to February 2025.

Finally, it was asked whether the deal had been completed. The Leader confirmed that Cabinet had accepted the recommendation to dispose of the site as outlined in the February 2025 Cabinet Report, and that the Council was currently awaiting final sign-off from the NHS to complete the sale.

**CA.366 Member Question Time**

There were no Member questions.

**CA.367 Minutes**

**It was agreed:**

That the minutes of the meeting held on 16<sup>th</sup> April 2025 be approved as a correct record.

**CA.368 Adult Social Care Performance Quarter Four Report 2024/25**

The Cabinet Member for Adult Care, Health and Public Service Reform presented the Quarter 4 report for 2024–25 from the Adult Social Care Department. The report provided an update on the delivery of the Adult Social Care Strategic Plan, outlined preparations for the forthcoming Care Quality Commission (CQC) assessment regime for local authorities, and included a summary of the department’s performance framework.

Councillor Bernstein queried the reported 4.9% rise in residential care costs, which was attributed to changes in NHS processes. He asked whether this increase was likely to have significant financial implications for the Council.

Adrian Crook, Director of Adult Social Care, responded that any rise in demand is a concern, as it inevitably results in additional costs. To mitigate the financial impact of increased demand, the department is focusing on expanding its intermediate care services. The recent rise in demand has been prompted by changes in hospital discharge pathways. In response, the Council has undertaken significant work within the hospital setting to reduce patient deconditioning, which is already showing positive results.

Mr. Crook highlighted that the Council's collaborative approach had been recognised with a Health Service Journal award. He noted that, according to several key metrics, the flow of older people through Bury's hospital system—particularly through the improvement plan titled "Getting It Right First Time"—has been exemplary, with Fairfield Hospital ranking as a top performer. The overarching aim remains to support older people to maintain their independence for as long as possible and to ensure effective patient flow through intermediate care services. This approach is intended to reduce reliance on long-term residential care and help manage financial pressures on the adult social care system.

**Decision:**

The Cabinet:

1. Noted the report.

**Reasons for the decision:**

Not applicable

**Alternative options considered and rejected:**

None

**CA.369 Bury Flexi Hall - Operator Procurement**

The Leader and Cabinet Member for Strategic Growth presented a report providing an update on the progress made to date in procuring a third-party operator for the Bury Flexi Hall. The report also sought Cabinet's approval to commence the formal procurement process to appoint an operator.

The Leader noted that the canopy structure for the Flexi Hall is now taking shape, marking a visible milestone in the project's development. It was confirmed that the procurement process is progressing well, and it is anticipated that a contract award recommendation will be brought back to Cabinet later in the year.

Councillor Mike Smith raised a query regarding the status of Radcliffe Market, noting that it had not yet progressed to a formal register of interest stage.

In response, the Leader acknowledged the point and explained that there are some challenges associated with the Radcliffe Market process. One potential reason for the

slower progress is that the operation planned for Radcliffe is more straightforward in nature, which may have influenced the pace of development. He added that he would speak with Councillor Morris to provide an update specifically for Radcliffe First members. Some of the delay may also be attributed to capacity issues, but the Leader expressed continued confidence in the project and confirmed that an update would be provided at the next regeneration meeting.

Councillor Quinn commented on the importance of building a strong customer base for the market and highlighted the need to consider infrastructure improvements, to ensure that children and families can safely access the Flexi Hall area.

The Leader concluded that good progress is being made and that the selection of an operator represents a positive step forward for the project.

**Decision:**

The Cabinet:

1. Note the progress made to date on the procurement of a third party operator for Bury Flexi Hall.
2. Grant approval to commence the formal procurement process to appoint a third-party operator for the Bury Flexi Hall.

**Reasons for the decision:**

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:**

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

**CA.370 Parking Standards in Bury Supplementary Planning Document-Consultation Draft**

The Leader and Cabinet Member for Strategic Growth presented a report outlining the results of the public consultation on the draft Parking Standards in Bury Supplementary Planning Document (SPD11). The report sought Cabinet's approval for the final version of the document to be formally adopted.

Councillor Mike Smith raised a question regarding parking provision for the Radcliffe Hub. He noted that parking remains a significant issue and asked whether there had been substantial consideration or discussion around both short-term and long-term parking solutions for the site.

In response, Robert Summerfield, Assistant Director of Regeneration Delivery, confirmed that the Council is actively reviewing and modelling the parking requirements for the Radcliffe Hub. He stated that once the relevant data and modelling outcomes are available, this information will be shared with elected members.

**Decision:**

The Cabinet:

1. Note the responses to the public consultation and the proposed post-consultation revisions.
2. Approved the revised Supplementary Planning Document 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 Supplementary Planning Document ahead of its final publication.

**Reasons for the decision:**

Supplementary Planning Document 11 provides recommended guidelines for parking provision for new development. The aim of the Supplementary Planning Document 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 should not be provided.

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:**

No other options were considered or were applicable.

**CA.371 Adult Social Care Workforce Support Programme**

The Cabinet Member for Adult Care, Health and Public Service Reform presented a report seeking approval to award a three-year contract to the Council's Local Authority Trading Company, Persona. The contract will be awarded via a vertical arrangement (formerly known as a Teckal exemption), which allows the Council to proceed without a full competitive tender under the new Procurement Regulations.

Councillor Bernstein asked whether the funding requirement for the contract would decrease over the three-year period.

Councillor Tariq confirmed that the funding requirement does decrease over the term of the contract. He added that Persona remains highly committed to delivering quality services and continues to set an exemplary standard in its operations.

**Decision:**

The Cabinet:

1. Approved 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.

**Reasons for the decision:**

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 Greater Manchester Good Employment Charter and has won awards with Greater Manchester Good Employment Charter 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 Integrated Delivery Collaborative Board, Persona has a remit to work as a system partner to share best practice and expertise for the benefit of Bury.

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:**

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.

**CA.372 Year End Corporate Plan Performance & Delivery Report and Launch of 2025/26 Corporate Plan**

The Deputy Leader and Cabinet Member for Finance and Transformation presented a report outlining the Council's strategic priorities and delivery objectives for the financial year. The report also set out the Council's role in delivering the overarching vision of the borough's LET'S Do It! Strategy.

Councillor Bernstein welcomed the clarity provided by the report, particularly following discussions at Overview and Scrutiny. He expressed appreciation for the identified priorities but suggested that an additional priority should be considered in relation to community cohesion. He noted that inequality is often the root cause of challenges to community cohesion and highlighted the importance of reviving multifaith and community engagement work. Councillor Bernstein emphasised the need for the Council to play a proactive role in bringing communities together.

**Decision:**

The Cabinet:

1. Noted the year end position on progress against the Corporate Plan 2024/25.
2. Approved the draft Corporate Plan for 2025/26.

**Reasons for the decision:**

To enable transparency and robust monitoring of performance and delivery of the Corporate Plan.

**Alternative options considered and rejected:**

Not applicable.

**CA.373 EOTAS (Education other than at School) Policy**

The Deputy Leader, and Cabinet Member for Children and Young People presented the report which set out the SEND Inspection Report, Local Area SEND Partnership Priority Impact Plan and the Education other than at School Policy.

**Decision:**

The Cabinet:

1. noted the Area Special Educational Needs/Disabilities Inspection Report and the Local Area Special Educational Needs/Disabilities Partnership Priority Impact Plan
2. noted the Education other than at School Policy and approved the Policy for publication on the local offer and for local implementation.

**Reasons for the decision:**

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.

The policy has been considered and approved by the SEND & Improvement Assurance Board (SIAB).

**Alternative options considered and rejected:**

An EOTAS policy is required as part of the SEND Improvement Plan. There is not an alternative to publishing a policy,

**CA.374 Local Growth and Place Flexible Grant (formerly UKSPF Y4)**

The Leader and Cabinet Member for Strategic Growth presented a report providing an update on the Greater Manchester UK Shared Prosperity Fund (UKSPF) for Years 1–3 and the extension of this funding under the newly titled Local Growth and Place Flexible Grant (LGPFG) programme. The report included details of Bury's grant allocation and outlined the next steps in the programme's delivery.

The Leader reported that Bury had been allocated £1.7 million through the LGPFG programme. This funding will be used to implement changes across the borough, building on lessons learned from the previous three years of the UKSPF. The focus will be on delivering more impactful outcomes for local communities. While specific details of the programme will become clearer as the process develops, it is hoped that over the next year, residents will begin to feel the positive impact of the investment.

Councillor Quinn declared an interest regarding this item due to his involvement as a member of the Prestwich Carnival Committee and raised the importance of supporting local events.



Councillor O'Brien acknowledged that one of the key challenges facing community events such as carnivals is the rising cost of delivery. He emphasised that while the process cannot be pre-empted, the principle of using the fund to unlock the value of community engagement and economic growth would be well received.

Councillor Gold supported this view, highlighting that events like carnivals play a vital role in bringing communities together. It was noted that costs such as insurance have increased significantly, placing additional pressure on organisers.

Councillor Mike Smith referred to the funding allocated for the Radcliffe Enterprise Centre and sought clarification on whether funding remains available.

The Leader confirmed and reiterated that the LGPFG programme represents a positive opportunity for the borough and that further updates will be provided as the programme progresses.

**Decision:**

The Cabinet:

1. Noted the update and the allocations for the Local Growth and Place Flexible Grant Funding.

**Reasons for the decision:**

Not applicable.

**Alternative options considered and rejected:**

Not applicable.

**CA.375 Radcliffe Enterprise Centre, approval to procure an operator.**

The Leader and Cabinet Member for Strategic Growth presented a report providing an update on the proposed conversion of the ground floor of Radcliffe Library into an Enterprise Centre. The report also sought Cabinet's approval to proceed with the procurement of an operator to manage the facility.

Councillor M. Smith sought assurances regarding the long-term success of the Enterprise Centre and asked whether the Council was confident in the viability of the project.

In response, Councillor O'Brien stated that with the right operator in place, the Enterprise Centre has strong potential to succeed. He emphasised that the Council's first principle is to ensure that its buildings are actively used for civic purposes that support sustainable and inclusive growth. The intention is to make the best possible use of public assets to deliver long-term benefits for the community. Councillor O'Brien expressed confidence that, with the appropriate operator, the facility would serve the borough well into the future and become a valuable civic resource.

**Decision:**

The Cabinet:

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 the decision:**

Not applicable

**Alternative options considered and rejected:**

None

**CA.376 Housing Services Property Restructure**

The Cabinet Member for Housing Services presented the report which set out proposed changes to housing functions including the permanent addition of several key roles within service. The changes will ensure the service is able to deliver improved services to tenants, ensure tenants' homes are safe and well maintained and that the Council meets the requirements of the Regulator for Social Housing's (RSH) Safety and Quality Standard.

Councillor Bernstein raised a question regarding the financial implications of the proposed changes. He asked, in the context of a return to zero-based budgeting, how confident the service was in its ability to achieve a significant level of efficiencies.

Sian Grant, Director of Housing, responded that the service had undertaken a review of the repairs function and was actively identifying areas where efficiencies could be made. She confirmed that the service is committed to delivering value for money while ensuring compliance with regulatory standards and maintaining high-quality outcomes for tenants.

**Decision:**

The Cabinet:

1. Approved the additional full-year costs of £979,527 from the HRA for the proposed structures as set out in the body of this report.
2. Approved 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 the decision:**

To support the delivery of efficient and effective property services to Bury Council tenants, ensure 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:**

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.

**CA.377 Bury Town Hall Refurbishment- Architect Appointment**

The Leader and Cabinet Member for Strategic Growth presented the report which sought budget approval to recruit a project manager /construction manager to oversee all aspects of the project from its inception to completion.

The Leader expressed his satisfaction that the appointed architect, Ellis Williams, a local firm with a strong track record of delivering projects in the area. and Councillor Thorpe noted their commitment to social value and suggested that they could help set a standard for supporting care leavers through employment or training opportunities. The Leader confirmed that the Council would continue to push for such added value, as it has done in other projects, and that this initiative could align well with the Council's broader social and economic development goals.

He also commented on the importance of creating high-quality working environments, noting that well-designed, light-filled spaces can significantly improve productivity. In relation to the Town Hall, Councillor O'Brien stated that the Council is exploring ways to make the building fit for modern use. He acknowledged that while modernisation is important, it does not always mean replacing traditional features, and a hybrid approach that respects the building's heritage while enhancing functionality would be considered.

**Decision:**

The Cabinet:

1. Approved 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. Authorised 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.
3. Approved 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 including:
  - a. Appointment of Architect and LK
  - b. Town Hall Project Manager
  - c. Asbestos removal
  - d. Compliance of the Town Hall
  - e. Refurbishment of the Town Hall

**Reasons for the decision:**

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.

Mitigate any health and safety concerns within the Town Hall that have been raised during the process so far.

Creation of a higher quality office space in the Town Hall.

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.

**Alternative options considered and rejected:**

Do not commence appointment of the architect and continue to repair any ad hoc repairs on the Town Hall.

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

**CA.378 Minutes of Greater Manchester Combined Authority**

**It was agreed:**

That the minutes of the Greater Manchester Combined Authority meeting held on the 28<sup>th</sup> March 2025 be noted.

**CA.379 Urgent Business**

There was no urgent business.

**COUNCILLOR E O'Brien**  
**Chair**

**(Note: The meeting started at 6.00 pm and ended at 7.40 pm)**



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|--------------------------------|----------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Non-Key |
|--------------------------------|----------------------------------|

|                   |                                                                                                  |                           |
|-------------------|--------------------------------------------------------------------------------------------------|---------------------------|
| <b>Report to:</b> | Cabinet                                                                                          | <b>Date:</b> 09 July 2025 |
| <b>Subject:</b>   | Millwood Primary Special School – Request for approval to proceed to appoint contractor – Part A |                           |
| <b>Report of</b>  | Deputy Leader and Cabinet Member for Children and Young People                                   |                           |

### Summary

1. This report is presented to Cabinet with a full explanation of the latest position, details of the programme and seeking approval of a costed bid from the contractors for the construction of the new wing; roofing remedial and other outstanding defects scheme. Authorisation is required to enter into a Design and Build Contract with the contractors. Along with an approval request for other client costs stated in Part B of the report.
2. The contractors have completed the Pre-Construction Services Agreement (PCSA) for the detailed design up to RIBA Stage 4. Their costed bid was received on the 23 June 2025. The bid costs are shown in Part B of the report.
3. Cabinet approval is needed at the July meeting to ensure a start on site can be made on 4 August 2025 to meet the tight project deadlines. Initial works will be commenced under an agreed time and cost limited Letter of Intent if it is not possible to agree and execute the required JCT Contract by that date.

### Recommendation(s)

Cabinet is asked as follows:

- 1.To approve the costed bid from the contractor together with the costs of the professional & consultant fees/ additional surveys/client FFE costs for the construction of the new wing; roofing remedial works and other outstanding defects scheme. All costs are to be covered by Children's Services capital funding.
- 2.To authorise the Director of Law and Democratic Services in consultation with the Cabinet Member for Children and Young People to finalise the terms of the Design and Build Contract to be entered into with the contractor.

### Reasons for recommendation(s)

Cabinet approval to appoint a contractor is needed at the July 2025 Cabinet meeting to ensure a timely start on site to achieve the tight deadlines for the 4<sup>th</sup> 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.

### **Alternative 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.

Whilst it is possible to re-procure the scheme, this would result in significant delay to delivery of the project with no certainty that costs will be reduced. The option to re-procure will remain, to be pursued in the event that the costed bid is rejected. In that event all the work carried out to date will be utilised to form an integral part of the tender documents to be issued.

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### **Report Author and Contact Details:**

*Name: Samantha Horrocks*

*Position: Asset Manager (Education Operations)*

*Department: C & YP*

*E-mail: [S.J.Horrocks@bury.gov.uk](mailto:S.J.Horrocks@bury.gov.uk)*

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### **Background**

1.1 Cabinet have received a suite of reports regarding progress/approvals in relation to this scheme. (See below for links to the reports).

- 14 December 2022
- 12 July 2023
- 6 September 2023
- 5 June 2024
- 26 June 2024 – Urgent Decision Form
- 12 February 2025
- 16 April 2025

1.2 At the April 2025 Cabinet meeting the following was approved:



- (a) Approve entering into a Pre-Construction Services Agreement stage (PCSA) with the contractor selected
- (b) Delegate 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

1.3 The original contractors had developed the scheme to RIBA stage 4 before going into Administration in September 2024. Therefore, it was necessary to allow a new contractor time to develop their scheme per the North West Construction Hub (NWCH) milestone stages.

1.4 Below are the dates the Council are working towards as agreed with NWCH. The Council are working in partnership with the NWCH framework based at Manchester City Council as it is an efficient and cost-effective method of proceeding. At this stage the dates are only indicative: -

| Milestone                                                                                                                                          | Date                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| Soft Marketing Event at the school for interested contractors                                                                                      | Monday 17.02.2025                        |
| Expression of Interest documents (EOI) issued by NWCH                                                                                              | Thursday 19.02.2025 to Friday 28.02.25   |
| Issue Mini-Competition document                                                                                                                    | Monday 3.03.2025                         |
| Mini-Competition briefing meeting                                                                                                                  | Friday 7.03.2025                         |
| Mini-Competition return                                                                                                                            | Monday 31.03.2025                        |
| Clarification interview                                                                                                                            | Friday 4.04.2025 (if deemed necessary)   |
| Constructor Partner selection / notification (including notification & feedback to unsuccessful partners) stated to be subject to Cabinet approval | Friday 11.04.2025                        |
| Bury Council Cabinet Meeting – approval to proceed to PCSA                                                                                         | Wednesday 16.04.2025                     |
| Pre-Construction activity                                                                                                                          | Thursday 17.04.2025 to Monday 23.06.2025 |
| July Cabinet-to request approval to enter into a legal Contract.                                                                                   | Wednesday 9.7.2025                       |
| Agree Contract                                                                                                                                     | Thursday 10.07.2025                      |

|                            |                                                   |
|----------------------------|---------------------------------------------------|
| Contract period commences  | <b>Monday 4.08.2025</b> (57weeks contract period) |
| Contract period completion | <b>Monday 07.09.2026</b>                          |

1.5 In order to progress the scheme to extend Millwood Special School; address roofing remedial works/other outstanding defects, Cabinet is asked for approval to appoint the contractor. Authorisation is required to enter into a Design and Build Contract with the contractors, now their costed bid has been received.

1.6 The Children's Services capital programme includes a provisional sum in respect of the extension project, but also a further allocation for potential roof remediation/other defects works which is a legacy of the long-standing uncertainty about how the roof defects would be funded. Sufficient provision has been made in the CYP Capital Programme.

1.7 Since the original contractors went into Administration the responsibility to complete the re-roofing of the school has passed to the Council. Therefore, it is proposed to combine the 4<sup>th</sup> wing extension scheme with the roofing remedial work/other outstanding defects and deliver it as one scheme by the main contractor.

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#### **Links with the Corporate Priorities:**

The proposal will support key ambitions of the Let's do it strategy:

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

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#### **Equality Impact and Considerations:**

A full EIA was completed in May 2024 and has been revised due to the requirement to seek a new contractor. Overall impacts are not affected by this change. The scheme continues to have an overall neutral impact.

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#### **Environmental Impact and Considerations:**

Environmental impacts and concerns have been considered as part of the pre-construction services and are in-line with existing Council policies.

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**Assessment and Mitigation of Risk:**

| <b>Risk / opportunity</b>          | <b>Mitigation</b>                                                                                                                                                                                                                                                                  |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The bid is higher than anticipated | Commissioned an external Quantity Surveyor company to provide assurances to the council that the bid represents value for money.<br>The Council has put robust client-side contract management arrangements in place to mitigate risk and ensure effective delivery of the project |

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**Legal Implications:**

The process being followed under the NWCH High Value Construction Framework is compliant with the new procurement legislation which came into force on 24th February 2025 as it utilises a continuing valid framework under the Procurement Act 2023. The form of call off contract will be determined by the Framework.

The proposals will support the sufficiency of educational places in the borough which is a statutory duty under section14 Education Act 1996.

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**Financial Implications:**

There is financial provision for the works required within the approved capital programme.

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**Appendices:**

Appendix 1 - Equality Impact Assessment

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**Background papers:**

Cabinet Report – 14 December 2022 – Millwood Primary Special School: Update on remediation Programme and expansion proposal. [Link](#)

Cabinet Report – 12 July 2023 – Children’s Services Capital Programme [Link](#)

Cabinet Report – 6 September 2023 – Millwood Primary Special School -request to approve additional expenditure -[Link](#)

Cabinet Report – 5 June 2024 – Millwood Primary Special School - Programme Update & request for approval to appoint contractor - [Link](#)

Urgent Decision Form - 26 June 2024 [Link](#)

Cabinet Report – 12 February 2025 - Millwood Primary Special School – Update & Request for approval to go to tender - [Link](#)

Cabinet Report – 16 April 2025 - Millwood Primary Special School – Update & Request for approval to proceed to Pre-Construction Services Agreement stage (PCSA) with a contractor- [Link](#)

| Term | Meaning                               |
|------|---------------------------------------|
| RIBA | Royal Institute of British Architects |
| JCT  | Joint Contracts Tribunal              |

## 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)

|                                                          |                                                                              |
|----------------------------------------------------------|------------------------------------------------------------------------------|
| <b>Name of Policy/Project/Decision</b>                   | Millwood Primary Special School – Request for approval to appoint contractor |
| <b>Lead Officer (SRO or Assistant Director/Director)</b> | Jeanette Richards                                                            |
| <b>Department/Team</b>                                   | Children's Services                                                          |
| <b>Proposed Implementation Date</b>                      | 5.6.2024-Cabinet Date/Revision Date-9 <sup>th</sup> July 2025-Cabinet Date   |
| <b>Author of the EqlA</b>                                | Samantha Horrocks                                                            |
| <b>Date of the EqlA</b>                                  | 20.5.2024/Revised 29.4.2025                                                  |

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

Millwood Primary Special School is a school catering for 176 primary aged (4-11) pupils with a range of additional educational needs and disabilities.

The proposal is to extend the school building in order to provide capacity to accommodate an additional 50 children. The scheme will also address roofing remedial work and other outstanding building defects.

The original report went to Cabinet on the 5.6.2024 and was approved. The contractors started on site in July 2024 but sadly went into Administration in September 2024. The scheme was paused and, subject to Cabinet approval, is due to re-start with a new contractor during summer 2025. A report is going to Cabinet on the 9<sup>th</sup> July 2025 to seek approval to appoint a contractor to undertake this scheme.

Detailed designs for an extension of the school building have been developed by a design team working closely with the school leadership team and the school community. Those designs have then been subject to statutory consultation as part of the planning process.

The purpose of the extended capacity is to ensure that children and young people with a range of special educational needs and disabilities have access to high quality educational provision, in accommodation purposefully designed to meet their needs. The additional capacity will enable a greater number of children and young people to access specialist provision in a local setting, many of whom would otherwise have to travel significant distances to access such provision outside of Bury.

A link to the June 2024 Cabinet report is included here: [Draft Millwood Cabinet Report - Part A-June 2024.docx](#)

A link to the July 2025 Cabinet report is included here: [Millwood Primary Cabinet Report - Part A -July 2025](#)

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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>2.1 Who could the proposed policy/project/decision likely have an impact on?</b></p> <p>Employees: <b>Yes</b></p> <p>Community/Residents: <b>Yes</b></p> <p>Third parties such as suppliers, providers and voluntary organisations: <b>No – the additional accommodation is primarily for use by school pupils, and so the impact will be on pupils on roll at the school, and the staff employed in the school.</b></p> <p>If the answer to all three questions is 'no' there is no need to continue with this analysis.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>2.2 Evidence to support the analysis. Include documentary evidence, data and stakeholder information/consultation</b></p> <p>The design team has developed the scheme through each of the RIBA stages, with each stage developing the level of detail following client/service user engagement.</p> <p>The scheme now presented for approval has been developed to RIBA stage 4 which brings together the detail of the scheme, a programme for its implementation, and detailed costs. These are the culmination of the design process that has looked in detail at the needs of the children and young people attending the school, and those who will attend in the future.</p> <p>The design process has had regard to the complex needs displayed by many of the children and young people.</p> <p><b>Data:</b></p> <p>The school currently caters for 176 pupils with a range of additional educational needs and disabilities. The scheme will provide additional accommodation to serve a further 50 children and young people.</p> |

The increase in capacity responds to the Specialist Sufficiency Strategy that recognises the increasing demands within the local population for special school places.

This scheme sits alongside other projects which include the provision of three new Special schools, and also additional Resourced Provision units linked to mainstream schools. All of this is designed to ensure a continuum of high quality provision to meet the needs of the local population.

**Stakeholder information/consultation:**

The scheme at Millwood Special School forms part of a wider Specialist Sufficiency Strategy that has been the subject of extensive consultation with a wide range of stakeholders.

The strategy forms part of the PSV management plan which is overseen by the PSV Board which brings together key stakeholders.

More specifically, in respect of Millwood, the input of the school leadership team and the wider school community has been an essential part of the process to inform design and delivery of the project and to ensure that the proposed building responds to the needs of its pupils.

**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<br>Positive, Neutral, Negative |
|---------------------------------------|--------------------------------------------------------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <b>Age</b>                            | There is no change to the age range of the school.           | N/A                                            | N/A                                                                                                                                                      | Neutral                                                      |
| <b>Disability</b>                     | Accessibility to the building to facilities, and to learning | Scheme design                                  | During the design development of the extension scheme there has been a focus on accessibility and ensuring the space is welcoming and accessible to all. | Positive                                                     |
| <b>Gender Reassignment</b>            | There is no change that will impact                          | N/A                                            | N/A                                                                                                                                                      | Neutral                                                      |
| <b>Marriage and Civil Partnership</b> | There is no change that will impact                          | N/A                                            | N/A                                                                                                                                                      | Neutral                                                      |
|                                       |                                                              |                                                |                                                                                                                                                          |                                                              |
| <b>Race</b>                           | There is no change that will impact                          | N/A                                            | N/A                                                                                                                                                      | Neutral                                                      |
| <b>Religion and Belief</b>            | There is no change that will impact                          | N/A                                            | N/A                                                                                                                                                      | Neutral                                                      |
| <b>Sex</b>                            | There is no change that will impact                          | N/A                                            | N/A                                                                                                                                                      | Neutral                                                      |

|                                               |                                     |     |     |         |
|-----------------------------------------------|-------------------------------------|-----|-----|---------|
| <b>Sexual Orientation</b>                     | There is no change that will impact | N/A | N/A | Neutral |
| <b>Carers</b>                                 | There is no change that will impact | N/A | N/A | Neutral |
| <b>Looked After Children and Care Leavers</b> | There is no change that will impact | N/A | N/A | Neutral |
| <b>Socio-economically vulnerable</b>          | There is no change that will impact | N/A | N/A | Neutral |
| <b>Veterans</b>                               | There is no change that will impact | N/A | N/A | Neutral |

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

| <b>2.5 Characteristics</b> | <b>Action</b> | <b>Action Owner</b> | <b>Completion Date</b> |
|----------------------------|---------------|---------------------|------------------------|
| N/A                        |               |                     |                        |
|                            |               |                     |                        |
|                            |               |                     |                        |
|                            |               |                     |                        |
|                            |               |                     |                        |
|                            |               |                     |                        |
|                            |               |                     |                        |

**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<br>= 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 /<br>No impact | 0          | 0        | 0      | 0           |

|                   |                    |                         |                            |                           |
|-------------------|--------------------|-------------------------|----------------------------|---------------------------|
| <b>Risk Level</b> | <b>No Risk = 0</b> | <b>Low Risk = 1 - 4</b> | <b>Medium Risk = 5 – 7</b> | <b>High Risk = 8 - 16</b> |
|-------------------|--------------------|-------------------------|----------------------------|---------------------------|

|                                               |                                                                                                                     |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>3.2 Level of risk identified</b>           |                                                                                                                     |
| <b>3.3 Reasons for risk level calculation</b> | <p>Low Risk-0</p> <p>No risk as positive amendments have been made during the design stage of the build scheme.</p> |

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

|                                                                                                                           |          |                                                 |
|---------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------|
| <b>4.1 Analysis Decision</b>                                                                                              | <b>X</b> | <b>Reasons for This Decision</b>                |
| There is no negative impact therefore the activity will proceed                                                           | X        | There are no negative impacts from the activity |
| 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    | Paul Cooke     | 21/05/24                             | <br> |
|                                     | Rachael Stirk  | Revision<br>28/05/25                 |                                                                                                                                                                            |
| Responsible Asst. Director/Director | Stephen Holden | 21/05/24                             |                                                                                         |
|                                     |                | Revision<br>02/06/25                 |                                                                                                                                                                            |
| EDI                                 | L. Cawley      | 21/05/24<br><br>Revision<br>29/05/25 | QA: Complete, revised due to requirement to seek a new contractor. Overall impacts are not affected by this. The scheme continues to have neutral impact                   |

## EqlA Revision Log

| 5.2 Revision Date | Revision By       | Revision Details                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 29.4.2025         | Samantha Horrocks | The original report went to Cabinet on the 5.6.2024 and was approved. The contractors started on site in July 2024 but sadly went into Administration in September 2024. The scheme was paused and, subject to Cabinet approval, is due to re-start with a new contractor during summer 2025. A report is going to Cabinet on the 9 <sup>th</sup> July 2025 to seek approval to appoint a new contractor to undertake this scheme. |
|                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                   |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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|                                |                              |
|--------------------------------|------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Key |
|--------------------------------|------------------------------|

|                   |                                                                   |                           |
|-------------------|-------------------------------------------------------------------|---------------------------|
| <b>Report to:</b> | Cabinet                                                           | <b>Date:</b> 09 July 2025 |
| <b>Subject:</b>   | Residential and Nursing Provision Refreshed Contract Arrangements |                           |
| <b>Report of</b>  | Deputy Leader and Cabinet Member for Health and Wellbeing         |                           |

### Summary

- 1.1 This report seeks approval to the contract arrangements for the provision of older adult residential and nursing care services in Bury. New contracts are to be awarded to the 43 residential and nursing providers that the Council currently contracts with ensuring implementation of the new Quality Assurance and Contract Management Frameworks.
- 1.2 The new contract will be a 10-year contract, consisting of seven years plus three years and is designed to give the Council and Providers more certainty in planning going forward.

### Recommendation(s)

Cabinet is requested to:

- 2.1 Approve the award of new contracts to the providers listed in Appendix 1 for the provision of residential and nursing care services. Such contracts to be for a maximum period of 10 years (7 plus 3 years) from 1<sup>st</sup> September 2025.
- 2.2 Acknowledge the implementation of the new Quality Assurance Framework and the Contract Management Framework.
- 2.3 Delegate to the Director of Adult Social care in consultation with Director of Legal and Democratic Services the finalisation and issue of the new contracts.
- 2.4 Delegate authority to make residential placements in care homes until August 31<sup>st</sup>, 2035 (7 plus 3-year contract) to the Director of Adult Social Care.

### Reasons for recommendation(s)

- 3.1 Streamlining Process – the proposed recommendations will enable placements to be made at pace, avoiding unnecessary delays to resident's care whilst also minimising administration.
- 3.2 Making it easier to do business with the Council – the change would avoid unnecessary delays and enable payments for these services to be made more quickly. This is important when the current residential market demand exceeds supply in many areas.

- 3.3 Adhering to both statutory duties and contract rules – the proposed change allows the Council to deliver the duty to offer choice and control over where someone prefers to live.
- 3.4 A stronger contractual agreement between the Council and care homes. The change enables the Council to issue new contracts to all currently commissioned providers and make new individual placement arrangements for new residents being admitted into a care home. The new terms and conditions will offer greater clarity as to the outcomes the Council expects from the providers.

### **Alternative options considered and rejected**

#### **4.1 Option 1**

- 4.2 Do nothing and continue with existing arrangements. The existing contracts that Bury Council have with providers do not have an end date. This means that the Council, if it so wished, need not take any action and could allow the current contracts to continue. However, there would be significant delays in placements being made that are required in emergency situations and potentially limit the Council's ability to offer choice to service users as required under the Care Act 2014, as a full, competitive tender exercise would have to take place for each care home placement.
- 4.3 This also means that the current contracts would not reflect the significant changes in legislation and guidance that have occurred over the past 10 years.

4.4 Option 1 was therefore discounted on this basis.

#### **4.5 Option 2**

- 4.6 Run a tender exercise for every care home placement. This was discounted as it would result in significant delays in making placements with full, competitive tender exercise having to take place for each care home placement. In 2024/25, the Council placed 251 customers into care homes. Placements are also often needed to be made in emergency situations and would conflict with the choice directions contained in the Care Act 2014.

4.7 Option 2 was therefore discounted on this basis.

#### **4.8 Option 3 – Preferred Option**

To regularise the contract arrangements for the provision of older adult residential and nursing care services in Bury. New contracts are to be awarded to the 43 residential and nursing providers that the Council currently contracts with.

- 4.9 Under the new arrangements, an overarching contract will be issued to all currently commissioned providers. Individual placements into the contracted care home will be approved by the Director of Adult Social Care. An individual placement arrangement will then be issued on behalf of the person in the form



of a fully costed support plan which will be issued to the provider by the social worker who has brokered the placement

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**Report Author and Contact Details:**

*Name: Shirley Allen*

*Position: Commissioning Manager*

*Department: Health and Adult Care*

*E-mail: S.Allen@bury.gov.uk*

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**Background**

5. Under the Care Act 2014, the Council is obliged to provide care to eligible residents of Bury, which includes the provision of Residential care.
- 5.1 The Council currently spot purchases and contracts with the majority of CQC registered care home providers in Bury. There are 43 CQC registered providers in Bury that the Council currently has open contracts with.
- 5.2 In borough, the annual value of services contracted through the current arrangements is **£33,384,000**, supporting over **700** people. This does not include any provision contracted by Bury in other boroughs or provision delivered by the Council's LATCO, Persona.
- 5.3 The current residential and nursing care contract is over 10 years old, and the Council have issued numerous contract variations over this time. Legislation pertaining to the contract has changed over the years and now seemed an ideal opportunity to revisit the current contract, incorporate all the previous variations and bring the legislative elements up to date.
- 5.4 The Council have also had several queries from providers asking for clarification on certain parts of the contract and have taken the opportunity to further clarify those elements, particularly around the notice periods for termination of individual placements.
- 5.5 Currently, when the Council funds and places people in care homes it is done so on a spot purchasing arrangement which requires an exemption from the Council's Contract Rules. This is time consuming, taking officers time away from the brokering and management of placements.
- 5.6 This report seeks Cabinet approval to implement a solution that authorises the Director of Adult Social Care to make placements in care homes thus removing the time constraints of a spot purchasing arrangement.
- 5.7 Currently a separate contract is issued whenever a placement is approved and because of the spot purchasing arrangements currently in place this can take weeks to resolve. The provider may not be receiving payment, and the family members and resident of the care home may face uncertainty about the future of their placement until the contract is signed.

- 5.8 Under the new arrangements, an overarching contract will be issued to all currently commissioned providers. Individual placements into the contracted care home will be approved by the Director of Adult Social Care. An individual placement arrangement will then be issued on behalf of the person in the form of a fully costed support plan which will be issued to the provider by the social worker who has brokered the placement. Providers will be kept fully informed of all changes to the contract in advance of the new contract being sent out.
- 5.9 The new contract also better recognises the role of those staff that deliver front line care services, ensuring that they have appropriate pay, recognition and working conditions, It also takes into account Bury's ambitions in respect to ensuring all staff in contracted services are paid in accordance with the Real Living Wage which this now being a contractual requirement for those providers who have signed up to the Real Living Wage rather than a novation.
- 5.10 The contract is for 10 (7 plus 3 years) years to allow time for further review, development of the market, and meaningful engagement with the providers.
- 5.11 The residential and nursing care market is currently undergoing transformation as the Council seeks to expand provision of services for more complex customers whilst reducing the provision for generic residential services as more people are now choosing to remain at home for longer with our support.
- 5.12 The new contract has been developed in close collaboration with the Legal Services. A copy of the new contract can be found in Appendix 1
- 5.13 It is not possible to provide a wholly accurate value of the contract due to spend being led by demand for services and providers being subject to annual fee uplifts. However, with a current annual spend of £33,384,000 extrapolated over the 10-year contract length, it would be approximately **£333,840,000**.
- 5.14 Currently 93.7% of care home beds in Bury are CQC rated Good or Outstanding with there being no Inadequate rated care homes in the borough. Two care homes are awaiting a CQC inspection, but they have been subject to due diligence and quality assurance reviews by the Commissioning team, and we have asked the CQC to prioritise their inspections. There are currently 3 care homes rated as Outstanding and the Commissioning team is working alongside another provider to develop an Outstanding Provider Programme, supporting others to achieve the top rating.
- 5.15 To support adherence to the contract, the Commissioning team have also revised and updated the Quality Assurance Framework and the Contract Management Framework, both frameworks were implemented on 1<sup>st</sup> April 2025.

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

**Local:** Will support the sustainability and continued development of local independent care providers. Will support residents in care homes to have a good quality of life.

**Enterprising:** Support providers in Bury to deliver a quality service to Bury residents. Supporting their ongoing sustainability and ability to meet the needs of Bury residents living in care homes.

**Together:** Engaging with people where they live by including the customer and family voice in quality assurance approach. Listening and hearing customer and providers voices, listening to them and working together to remove barriers to collaboration. Valuing and developing the role and voices of people and providers to shape and deliver adult care services. Growing relationships between the council and providers and between providers to foster continual improvement.

**Strengths:** Promoting training and good practice and offering improvement opportunities that encourage strengths-based approaches to the delivery of person centred-care to vulnerable people in the Borough.

**Doing things differently:** By developing a new contract, contract management and quality assurance approach to get the best outcomes for residents of care homes and providers.

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### 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](#).*

Screening has shown that there is no differential impact on people as a result of this activity therefore a full EIA is not required

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### 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](mailto:climate@bury.gov.uk) for advice) and **Biodiversity** (contact [c.m.wilkinson@bury.gov.uk](mailto:c.m.wilkinson@bury.gov.uk) for advice)*

*There is a positive impact on the Environment and on carbon emissions as we will not be issuing paper copies of the contract or other documentation. Individual providers have their own environmental impact policies as they are independent businesses.*

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### Assessment and Mitigation of Risk:

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

|                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>When the Council funds and places people in care homes currently it is done so on a spot purchasing arrangement which requires an exemption from the Council's Contract Rules.</p> <p>This is time consuming, taking officers time away from the brokering and management of placements.</p> | <p>This will be mitigated by issuing a new contract to all providers and seeking delegated powers for the Director of Adult Social Care to place individual residents into 24-hour provision</p>                                                                       |
| <p>Currently commission individual placements with 43 care homes in Bury. A provider may not wish to sign the new contract.</p>                                                                                                                                                                 | <p>The changes to the contract have brought legislation up to date and have clarified several issues brought to our notice by providers. There will be full communication regarding the changes with providers prior to them being asked to sign the new contract.</p> |
| <p>The current contract is over 10 years old and stored as paper copies. Some of the care homes have new owners so there is multiple copies of the contract in existence.</p>                                                                                                                   | <p>All the new contracts will be signed under seal and stored by legal. The commissioning team will keep electronic copies for reference in a secure folder.</p>                                                                                                       |
| <p>Although quality assurance has continued to be undertaken the contract management function had not been fully implemented after Covid.</p>                                                                                                                                                   | <p>The quality assurance framework and contract management framework have been reviewed and updated in line with changes to the contract and both were implemented 1<sup>st</sup> April 2025.</p>                                                                      |

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### Legal Implications:

The new form of contract will reflect changes in law and create clarity. Existing providers will be asked to sign the new contracts and once signed by both parties they will replace the existing contracts.

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### Financial Implications:

There is provision within the 2025/26 budget and medium term financial strategy to meet the forecast cost of this contract, however older people residential and nursing care is subject to ongoing volatility with regard to the demand and cost of those services, and is therefore subject to regular detailed financial review and updated financial forecasts reported to Cabinet on a quarterly basis .

### Appendices:

*Appendix 1: List of currently contracted residential and nursing homes in Bury and fee rates*

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### 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                                                                                                                                                                                                                                                                                     |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CQC              | Care Quality Commission -is an executive <a href="#">non-departmental public body</a> of the <a href="#">Department of Health and Social Care</a> of the <a href="#">United Kingdom</a> . It was established in 2009 to regulate and inspect health and social care providers in England.   |
| Care Act 2014    | The 2014 Care Act changed the way that adults in England who require care due to old age, illness or disability receive support. The Act replaced most existing legislation on this issue.                                                                                                  |
| Real Living Wage | The real Living Wage remains the only UK Wage rate calculated on the real cost of living. It is voluntarily paid by over 15,000 UK businesses who have chosen to transform millions of people's lives and raise the bar for what decent work looks like in the UK. Currently set at £12.60. |

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| Service Setting |             |                                                 |                                                    | 2025/26 Fee (£) |
|-----------------|-------------|-------------------------------------------------|----------------------------------------------------|-----------------|
| Care Homes      | Residential | 65+ care home places without nursing            | Provider is <b>signed up</b> to paying the RLW     | £ 725.21        |
|                 |             |                                                 | Provider is <b>not</b> signed up to paying the RLW | £ 707.12        |
|                 |             | 65+ care home places without nursing - Dementia | Provider is <b>signed up</b> to paying the RLW     | £ 760.83        |
|                 |             |                                                 | Provider is <b>not</b> signed up to paying the RLW | £ 741.75        |
|                 |             | Adults Residential Care MH/LD/PD                | Provider is <b>signed up</b> to paying the RLW     | £ 725.58        |
|                 |             |                                                 | Provider is <b>not</b> signed up to paying the RLW | £ 707.51        |
|                 | Nursing     | 65+ care home places with nursing               | Provider is <b>signed up</b> to paying the RLW     | £ 806.81        |
|                 |             |                                                 | Provider is <b>not</b> signed up to paying the RLW | £ 787.73        |
|                 |             | 65+ care home places with nursing - Dementia    | Provider is <b>signed up</b> to paying the RLW     | £ 869.55        |
|                 |             |                                                 | Provider is <b>not</b> signed up to paying the RLW | £ 850.33        |

| Provider Name      | Type of Care Provided                                               |
|--------------------|---------------------------------------------------------------------|
| Abbeycliffe        | Residential/Residential Dementia                                    |
| Abbeydale          | Residential/ Residential Dementia                                   |
| Abbeywood          | Residential                                                         |
| Alexander          | Residential /Residential Dementia                                   |
| Bank House         | Residential/ Residential Dementia                                   |
| Bankfield          | Residential / Residential Dementia                                  |
| Bridge House       | Residential / Residential Dementia                                  |
| Brookdale          | Residential / Residential Dementia                                  |
| Brookfield         | Mental Health                                                       |
| Brookvale          | Mental Health /Physical Disabilities                                |
| Browfield          | Mental Health                                                       |
| Burrswood House    | Residential/ Residential Dementia/ General Nursing                  |
| Cameron House      | Residential/Residential Dementia/General Nursing                    |
| Carr Bank          | Mental Health                                                       |
| Epworth Grange     | Residential / Residential Dementia                                  |
| Fernica            | Mental Health                                                       |
| Gorsey Clough      | Residential/ Residential Dementia/General Nursing/ Nursing Dementia |
| Half Acre          | Residential/ Residential Dementia                                   |
| Hamilton Rest Home | Residential/Residential Dementia                                    |
| Heathlands         | Residential/ Residential Dementia/General Nursing/ Nursing Dementia |
| Hollybank          | Residential/ Residential Dementia                                   |
| Holt House         | Residential/Residential Dementia                                    |
| Kingarth           | Mental Health/Learning Disabilities                                 |
| Limefield Court    | Residential/Residential Dementia                                    |
| Nazareth House     | Residential/ Residential Dementia/General Nursing/ Nursing Dementia |
| Oak Lodge          | Residential/ Residential Dementia/General Nursing/ Nursing Dementia |
| Alfred House       | Mental Health                                                       |
| Regency            | Residential/Residential Dementia                                    |
| Rookwood           | Mental Health /Learning Disabilities                                |

|                                             |                                                                     |
|---------------------------------------------|---------------------------------------------------------------------|
| Rose Court                                  | Residential/ Residential Dementia/General Nursing/ Nursing Dementia |
| Starmount Villa                             | Residential/Residential Dementia                                    |
| Sunnybank PRS                               | Mental Health                                                       |
| The Brandles                                | Mental Health                                                       |
| Walshaw Hall                                | Residential/Residential Dementia                                    |
| Whitefield House                            | Residential / Residential Dementia                                  |
| Chaffinch House                             | Mental Health                                                       |
| The Ferns                                   | Learning Disability                                                 |
| The Elton Unit                              | Physical disabilities                                               |
| Agricola House                              | Mental Health/Sensory Impairments/Physical Disabilities             |
| The Withins                                 | Mental Health                                                       |
| The Nestlings                               | Mental Health/Learning Disability                                   |
| Outreach Community and Residential Services | Mental Health/Learning Disability/Autism                            |
| Potens UK 267 Walmersley Road               | Mental Health/Learning Disability/Autism                            |





|                                |                              |
|--------------------------------|------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Key |
|--------------------------------|------------------------------|

|                   |                                                     |                           |
|-------------------|-----------------------------------------------------|---------------------------|
| <b>Report to:</b> | Cabinet                                             | <b>Date:</b> 09 July 2025 |
| <b>Subject:</b>   | Northern Gateway (MDC Approval to Proceed) - PART A |                           |
| <b>Report of</b>  | Leader and Cabinet Member for Strategic Growth      |                           |

### Summary

1. The implementation of the Atom Valley Northern Gateway Mayoral Development Corporation (MDC) will provide a single, focussed body for engagement with Government and key stakeholders to work towards securing delivery of physical and social infrastructure required to support the delivery of over 1,200,000 square metres of employment floorspace and 3,000 new homes, thus supporting the achievement of the Northern Gateway Strategic Development Vision and the Council's priorities.
2. The Council is working in partnership with Rochdale Council and the Combined Authority to bring forward the Northern Gateway sites, providing a significant boost to employment opportunities, infrastructure and economic growth locally. Rochdale Council will provide the function of host Authority for the MDC and Bury Council to provide the function of partner Authority, subject to 2-year initial review then regularly on 5-year basis thereafter.
3. Proposed governance and operational arrangements for the MDC will continue to be developed in advance of the Secretary of State (SoS) making of the MDC.

### Recommendation(s)

1. It is recommended that Cabinet:
  - i. Note the outcome of the 'Atom Valley Northern Gateway MDC' consultation, as detailed within the Consultation Report (Appendix A).
  - ii. Support designation of the 'Atom Valley Northern Gateway' Mayoral development area by the Greater Manchester Mayor (the Mayor) and the Mayor notifying the Secretary of State (SoS) of that designation.
  - iii. Approve the draft governance and operational arrangements, including objectives, as set out in the draft constitution (Appendix B).
  - iv. Delegates Northern Gateway Strategic Board to finalise the draft governance and operational arrangements for the proposed MDC and note the approval of the constitution sits with the MDC.

- v. Agree Rochdale Council will be the MDC host Authority and Bury Council will be the partner Authority, subject to 2-year initial review then regularly on 5-year basis thereafter.
- vi. Notes that corresponding recommendations are to be presented to Rochdale Council, and that, if endorsed a further report will be presented to the Greater Manchester Combined Authority (GMCA) and GM Mayor to seek endorsement of these proposals. Accordingly, establishment of the Atom Valley Northern Gateway MDC is contingent on these respective decisions.
- vii. Note that following endorsement by GMCA, the Mayor and the SoS a further report will be presented to Cabinet seeking formal approval to implement, including financial appraisal to provide further details on costings.

### **Reasons for recommendation(s)**

1. A Delivery Vehicle Options Appraisal (DVOA) was commissioned by Bury and Rochdale Councils and GMCA from Deloitte which concluded the delivery vehicle with the greatest ability to support the effective delivery of Northern Gateway is an MDC. This stems from the MDC's capacity to maintain local accountability and explore potential enhanced powers, alongside a series of additional benefits:
  - Retains local accountability and local community input;
  - Provides delivery and governance stability in the long-term;
  - Streamlines private sector engagement by acting as a "front door";
  - Boosts the profile of the Northern Gateway programme;
  - Ring-fences and provides sufficient resources for delivery;
  - Convenes the public sector by establishing a single institutional platform;
  - the ability to explore powers such as, land assembly and financial incentives for accelerated delivery;
  - previous examples to use as a benchmark and does not rely on pending legislation.

### **Alternative options considered and rejected**

1. That the 'Atom Valley Northern Gateway MDC' is not endorsed and would therefore not proceed to implementation. Alternative delivery mechanisms would need to be revisited, however as outlined in the March cabinet report, the MDC was the option that presented the best balance of considerations of flexibility, governance, private sector engagement and risk share, with other options comparing unfavourably in terms of the criteria, fit for the needs of Northern Gateway, and, in the case of some options, reliance on pending legislation

creating threats to delivery timelines based on an untested model with no best practice basis.

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**Report Author and Contact Details:**

*Name: Hollie Good*

*Position: Major Project Manager (Northern Gateway)*

*Department: Business, Growth and Infrastructure*

*E-mail: h.good@bury.gov.uk*

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**Background**

1. As outlined in previous Cabinet Papers, the Council is working in partnership with Rochdale Council and the Combined Authority to bring forward the Northern Gateway sites, providing a significant boost to employment opportunities, infrastructure and economic growth locally.
2. To aid the delivery of the sites, and following the Cabinet resolution in March 2025, a consultation has taken place on the proposal to create an MDC to reflect the importance of the site regionally and nationally.
3. Following exploration of potential delivery options for Northern Gateway, as detailed above an MDC was the option that presented the best balance of considerations of flexibility, governance, private sector engagement and risk share, with other options comparing unfavourably in terms of the criteria, fit for the needs of Northern Gateway, and, in the case of some options, reliance on pending legislation creating threats to delivery timelines based on an untested model with no best practice basis.
4. In March 2025 Cabinet endorsed an MDC as the preferred delivery vehicle for Northern Gateway along with the proposed name and boundary for the purpose of the consultation process, which was subsequently endorsed and undertaken by GMCA and the Mayor.
5. The creation of Mayoral Development Corporations is governed in Greater Manchester by the Localism Act 2011 Part 8, Chapter 2, as modified by the Schedule to the Greater Manchester Combined Authority (Functions and Amendment) Order 2017 (the Act).
6. This provides that the Mayor may designate a Mayoral development area only if consultation has taken place and been concluded in accordance with the Act.

**MDC Consultation:**

7. Following Cabinet approval to consult on the creation of the '*Atom Valley Northern Gateway Mayoral Development Corporation*' within the proposed MDC Boundary (See Appendix C), a public consultation was held in line with legislation by the Mayor, supported Bury and Rochdale Councils and the GMCA.

8. The consultation was launched on 25<sup>th</sup> April 2025, for a period of 35-days, and closed on 8<sup>th</sup> June 2025.
9. Section 197 of the Localism Act (2011), as amended by the schedule to The Greater Manchester Combined Authority (Functions and Amendment) Order 2017 1.(4) requires the Mayor to consult with members of the GMCA; MPs whose parliamentary constituency contains part of the proposed area; and each district council whose areas are within the proposed boundary, in this case Bury and Rochdale. Information about the proposal was shared with consultees and The Mayor wrote to the affected MPs, inviting them to participate in a briefing on the proposal.
10. In addition to these statutory consultees, the consultation was accessible to the public, with this hosted on the GM Consult engagement platform.
11. Supporting information about MDCs and the justification for establishing an MDC for Northern Gateway accompanied the consultation questions, all of which were also available in hard copy and alternative formats upon request.
12. All residents and businesses located in the proposed MDC area were written to, inviting them to participate in the consultation. In addition, a press release and social media posts highlighted the consultation process and informed people how they could participate.
13. In summary, the consultation received 85 responses through the GM Consult platform, plus four letters. Of the online responses, 76.47% were from respondents who indicated they live in Bury or Rochdale. Organisations provided 6 of the online submissions and 3 of the letters; all supported the proposal.
14. Responses to individual questions can be summarised as follows:
  - 14.1. 28% of respondents agreed with the creation of an MDC for Northern Gateway;
  - 14.2 36% of respondents strongly agreed, agreed, or were neutral that an MDC for Northern Gateway would support development, growth, and improvements across the wider areas of Bury, Heywood, Middleton, and Rochdale;
  - 14.3 13% of respondents strongly agreed or agreed with the proposed “Atom Valley Northern Gateway MDC” name. A further 28.24% neither agreed nor disagreed.
15. The online consultation allowed respondents to identify on a map where they thought areas should be added or omitted from the proposed MDC area. This was used by 40 respondents. Many of the responses appear to indicate that most or all of the area should be excepted. A further 7 text responses indicated removal of the following areas:
  - Simister, Bowlee and Unsworth

- Simister and surrounding area
- Bowlee down to Rhodes
- 'None of the area should be included'
- 'Exclude the vast majority of the area'

16. Respondents could provide text responses to explain their suggested changes to the MDC boundary and make any other comments relating to the overall proposal. Responses broadly fell into the following categories:

- Costs of the MDC;
- Transport Infrastructure;
- Type of Development; and
- Objections to development.

17. Appendix A provides full details of the consultation. Responses will, in due course, be published on GM Consult and be publicly available where respondents did not choose to make their responses confidential.

18. Many of the responses received identified concerns or objections associated with the development of sites within the proposed MDC boundary. This consultation was not on the principle of development of these sites and the matter of allocation was determined as part of the separate Places for Everyone (PfE) joint plan adoption process. That process included several rounds of consultation and a formal examination which concluded the plan was sound.

19. During the course of PfE consultations, a significant volume of representations were received in relation to JPA 1.1 and JPA 1.2, including many expressing similar concerns to those raised as part of this exercise.

20. One of the purposes of the proposed MDC is to provide public sector strategic leadership for Northern Gateway, ensuring development in the area is in alignment with the GMCA's, the Councils', and Transport for Greater Manchester's shared vision. It will also be tasked with ensuring benefits from the developments to new and existing residents and businesses in a location that has been amongst the most economically deprived in GM are maximised. That being the case, the MDC is intended to address many of the concerns raised as part of this consultation.

21. In accordance with the Act, The Mayor must have regard to any comments made in response to the consultation.

22. Further to the Mayor's consideration, a report will be presented to GMCA on the outcome of consultation responses and seek approval for the Mayor to progress with the designation of the land as an identified at Appendix C as a Mayoral development area (MDA) this is the land where the proposed MDC will operate.

23. The GMCA consideration period is 21 days after the GMCA meeting endorsing the designation (s197(3) and (5) of the Localism Act 2011). Following this, the Mayor will inform the SoS that he has made the decision to designate the MDA

and request the SoS to establish an MDC for that area, subject to the expiry of the GMCA consideration period where the GMCA has not rejected the proposal.

24. The GMCA consideration period is 21 days after the GMCA meeting endorsing the designation (s197(3) and (5) of the Localism Act 2011). Following this elapsing without the proposal being rejected, the Mayor will inform the SoS that he has made the decision to designate the MDA and request the SoS to establish an MDC for that area.
25. Upon receipt the SoS will prepare and lay the appropriate Orders before Parliament under the negative procedure, which means the Orders will come into force and the MDC formally created, subject to no motion from either house to reject the Orders within a specified period, usually 40 sitting days, estimated to be around 31<sup>st</sup> October 2025.

### **MDC Governance and Operational Arrangements:**

26. Legislation related to the establishment of MDC's have informed the proposals set out in the following paragraphs for the governance and operation of the MDC.
27. It is requested that authority is delegated to Northern Gateway Strategic Board to develop further detail and finalise governance and operational arrangements.

### **Proposed MDC Objectives:**

28. Proposed objectives have been developed to reflect the anticipated purpose of the MDC and the Northern Gateway Strategic Development Vision:

*"The objectives of the Corporation are to facilitate and oversee delivery of the Northern Gateway project by:*

- *Promoting the Area as a nationally significant regeneration project, raising its profile on a national and global scale;*
- *Delivering over 1,200,000 square metres of employment floorspace and 3,000 new homes in accordance with the Strategic Business Plan and Places for Everyone Joint Development Plan to create 20,000 new high-quality jobs and make significant contributions to GM and UK GVA;*
- *Securing the physical and social infrastructure required to support the delivery of the project;*
- *Maximising benefits to new and existing residents and businesses in a location that has been amongst the most economically deprived in GM, including encouraging high-quality jobs, skills, and social value;*
- *Delivering strategic leadership of the project to ensure its successful and timely delivery in alignment with the GMCA's, the Councils', and Transport for Greater Manchester's shared Northern Gateway Strategic Development Vision and other related documents for the Area, including maximising advanced materials and manufacturing uses;*

- *Providing a single, focused body for local decision-making; engagement with government departments and public agencies; engagement with private sector landowners and developers; and*
- *Attracting public and private sector investment to support the delivery of residential and employment growth.*

*The Corporation will work closely with Bury and Rochdale Councils, the GMCA, Transport for Greater Manchester, the Department for Transport, National Highways and other stakeholders to achieve its objectives”.*

29. For the avoidance of doubt reference to ‘the area’ within the objectives refers to the MDC red line boundary presented at Appendix C.
30. It should also be noted that the two local authorities would retain full Planning and Highway powers but would work closely with the MDC to help achieve its objectives.

#### **MDC Board:**

31. Members of the Board will be appointed by the Mayor.
32. The Mayor will serve as the Chair of the Board until such time as he appoints a permanent Chair. This is proposed to be an independent Board member with public profile and skills befitting the importance of the Northern Gateway project.
33. Proposed composition of the MDC Board and respective voting rights are as follows:

##### Members:

|                                            |               |
|--------------------------------------------|---------------|
| Independent chair                          | Voting rights |
| Bury & Rochdale Council Leaders            | Voting rights |
| Bury & Rochdale Council Opposition Leaders | Voting rights |
| 2 x Private sector non-Exec Directors      | Voting rights |

##### Observers:

|                                                 |                  |
|-------------------------------------------------|------------------|
| Bury & Rochdale Chief Executives                | No voting rights |
| MDC Chief Officer                               | No voting rights |
| Department for Transport representative         | No voting rights |
| GMCA representative                             | No voting rights |
| Transport for Greater Manchester representative | No voting rights |

34. MDCs are intended to be democratically controlled public authorities. On that basis, best practice indicates that officers in politically restricted posts should not have voting rights on the Board but can otherwise participate in the Board.
35. The MDC has the opportunity to leverage private sector expertise in support of the delivery of Northern Gateway by including appropriately skilled and experienced individuals as members of the Board. These members will be appointed with consideration of appropriate specialisms, for example

infrastructure or marketing, to create a rounded Board with a complementary suite of skills.

36. The recruitment of an MDC Chief Officer, independent Chair and private sector non-executive Members of the Board are ongoing.

**Proposed Draft Constitution:**

37. Cabinet are requested to note that the MDC Constitution will be approved at the first MDC Board, noting that the Leader and Leader of the Opposition will be MDC Board Members, and will therefore have a pivotal role in the approval of the constitution and related arrangements.
38. Northern Gateway Strategic Board, which provides strategic direction and a centralised and consistent forum for decision-making for matters relating to Northern Gateway, will make the final amendments to governance and operational arrangements for the proposed MDC as appropriate.

**Proposed Relationship between MDC and Mayoral Development Zone (MDZ):**

39. It will be necessary to clearly delineate between the function of the proposed MDC and the established MDZ to minimise duplication. Proposals for this relationship are in development, with initial principles reserving detailed project delivery matters to the MDC and wider strategic and thematic matters across Atom Valley.
40. Final details of the relationship will continue to be developed between the MDC and MDZ Boards, responding to changing circumstances as the delivery of Atom Valley, and Northern Gateway as part of it, proceeds.

**MDC Host Authority:**

41. Proposed arrangements will see the MDC hosted within Rochdale Council for an initial period of 2 years, with a review of arrangements at 5-year intervals thereafter or upon request by the MDC Board. This is because the immediate development projects are in the Rochdale area, with the current development of 1,000 homes and employment development at H-Park (South Heywood Development, which is Phase 1 of the Northern Gateway site).
42. This gives sufficient stability after the initial period and aligns with the intended strategic plan cycle for the MDC.
43. This will entail contributions to the operating costs of the MDC by both Bury and Rochdale Councils on an equitable basis.
-



### Links with the Corporate Priorities:

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

- 42** A key part of the Places for Everyone 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 plan sets out strategic site allocations that will guide future growth and development in the Borough. 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, in addition to the Corporate Plan 2024/25 seeks to deliver the Vision for 2030 which is for the Council to Achieve Economic Growth.
- 43** As Bury's largest employment allocation within the Places for Everyone plan, Northern Gateway supports delivery of the Vision 2030 and 'Let's Do It!' to stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation through the development of employment space to enable job creation and upskilling of residents, leading to economic growth:

**Local** – The project will generate jobs for local people, enhance economic regeneration and provide links with existing and new communities.

**Enterprise** - the project will drive economic growth and inclusion by creating more employment space for existing businesses to expand into and to encourage more local, national and international businesses to open in the Borough; helping to ensure residents have the best chance to access good jobs.

**Together** – Ensuring sustainable access into the site to maximise inclusivity and access to opportunities for members of the local community and working with partners to maximise social value opportunities to shape outcomes.

**Strength** - the project will provide space for new and expanding local business within a site that is well connected to local communities. This will provide opportunities for community wealth building through new business start-ups, increased local spend and the adoption of new skills whilst providing opportunity for all through provision of sustainable transport modes.

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### 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](#).*

- 44** The attached Equality Impact Assessment concludes that impacts are positive and will continue to be assessed as the project progresses.
-

## Environmental Impact and Considerations:

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

- 45 Environmental impacts and concerns will be assessed and monitored as project delivery commences and will be in-line with existing Council policies. The Northern Gateway Development Framework will seek to meet policy requirements, including physical, social and environmental impacts including biodiversity net gain.

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## Assessment and Mitigation of Risk:

| Risk / opportunity                                                                                                                                                                                                                                                                                                       | Mitigation                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The implementation of the 'Atom Valley Northern Gateway MDC' is not endorsed and therefore further consideration of implementation by the mayor and the SoS is not made. This would mean further work could not progress on the implementation of the MDC, increasing risk to the cohesive delivery of Northern Gateway. | <ul style="list-style-type: none"> <li>• Present outcome of MDC consultation, and the Mayor's responses, to Cabinet and seek endorsement of MDC implementation;</li> <li>• Engage with MHCLG (GMCA lead) to ensure a full understanding of SoS requirements in respect to the implementation of an MDC.</li> </ul> |
| That the recommended approach to governance and operational arrangements is not delegated authority is not given to Northern Gateway Strategic Board to develop further detail and finalise governance and operational arrangements, leading to prolonged timeframes for implementation.                                 | <ul style="list-style-type: none"> <li>• Continued engagement with and involvement of senior officers, legal, finance and HR professionals sitting as members of the MDC Working Group;</li> <li>• Regular reporting through the established interim Northern Gateway governance arrangements.</li> </ul>          |

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## Legal Implications:

To be completed by the Monitoring Officer

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The creation of Mayoral Development Corporations is governed in Greater Manchester by the Localism Act 2011 Part 8, Chapter 2, as modified by the Schedule to the Greater Manchester Combined Authority (Functions and Amendment) Order 2017 (the Act).

Legal advice will be provided throughout.

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## Financial Implications:

As referenced in Recommendation vii, and subject to the necessary approvals / endorsements noted, Finance will work closely with the project team to bring a

comprehensive appraisal of the costs to a future Cabinet meeting seeking formal approval to proceed with the MDC.

The MDC will use Rochdale Council's Financial Procedure Rules, as referenced in Appendix B – Draft Constitution (Part A), as host authority and which are in line with Bury's own Finance Procedures.

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### **Appendices:**

Appendix A – MDC Consultation Report (Part A)

Appendix B – Draft Constitution (Part A)

Appendix C – Proposed MDC Boundary (Part A)

### **Background Papers:**

Places for Everyone Plan – available on request.

Cabinet Report July 2022 and associated Appendices – Available on request.

Cabinet Report Sept 2024 - Northern Gateway Governance - Investment Zone – Available on request.

Northern Gateway Strategic Development Vision - Available on request.

Cabinet Report March 2025 – Northern Gateway MDC Approval to Consult and Collaboration Agreement - Available on request.

Northern Gateway Delivery Mechanism Options Appraisal Report (Deloitte) - Available on request.

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

| <b>Term</b> | <b>Meaning</b>                                                                           |
|-------------|------------------------------------------------------------------------------------------|
| MDC         | Mayoral Development Corporation                                                          |
| SoS         | Secretary of State                                                                       |
| GMCA        | Greater Manchester Combined Authority                                                    |
| MDZ         | Atom Valley Mayoral Development Zone                                                     |
| MDA         | Mayoral Development Area<br>(MDA – this is the land where the proposed MDC will operate) |

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## **Northern Gateway Mayoral Development Corporation: Public Consultation Analysis Report**

Report from: Stephanie Riches, Participation and Insights Manager,  
stephanie.riches@greatermanchester-ca.gov.uk

Report date: 9 June 2025

### **Consultation overview**

The purpose of the consultation was to ascertain the public's views on the proposal to create a Mayoral Development Corporation (MDC) in Atom Valley, focused on the Northern Gateway sites.

The consultation was carried out via an online survey, hosted on [www.gmconsult.org](http://www.gmconsult.org). The consultation was open from 25 April 2025 – 8 June 2025, and was publicised in the local press, on social media and via GMCA newsletters. Every address within the proposed MDC boundary received a letter inviting them to respond to the consultation. As GM Consult was the platform used to collect responses, the consultation captured responses from outside of the proposed boundary. These responses have still been included in the analysis.

A total of 85 responses have been received through the online survey, and four letters were received via email. The letters are not included in this analysis as none were returned with responses to the questions posed in the online consultation form.

Responses received from the public consultation are available at the following webpage:

(<https://www.gmconsult.org/development/mdc/>)

### **The principle**

MDCs are statutory bodies, set up by the Mayor, designed to speed up development and attract investment within a specific area. They can take on broad powers including land acquisition, planning and infrastructure functions.

Building on the success of Stockport MDC, a proposal for the creation of The Northern Gateway MDC which is part of the North East Growth Corridor, one of Greater

Manchester's six key growth locations is being made through this consultation. The boundary area for the proposed MDC includes parts of the Bury and Rochdale districts.

A Delivery Vehicle Options Appraisal (DVOA) was commissioned by Bury and Rochdale Councils and GMCA from Deloitte which concluded the delivery vehicle with the greatest ability to support the effective delivery of Northern Gateway is an MDC. This stems from the MDC's capacity to maintain local accountability and explore potential enhanced powers, alongside a series of additional benefits.

The implementation of an MDC would provide a single, focused body for engagement with Government and key stakeholders to work towards securing delivery of physical and social infrastructure required to support the delivery of over 1,200,000 square meters of employment floorspace and 3,000 new homes. This is envisioned to support achievement of the Northern Gateway Strategic Development Vision and the Councils' priorities, maximising the benefits to local communities and businesses arising from the development.

The consultation asked the public for their views on the proposed Northern Gateway MDC. It also asked if they agreed with the name of the MDC and the proposed boundary area.

### **Methodology:**

In line with the approach adopted for the Stockport MDC, the consultation was available to the wider public as well as statutory consultees. It was specifically promoted to residents and local businesses within the proposed boundary through individual letters and otherwise publicised through local media and social media.

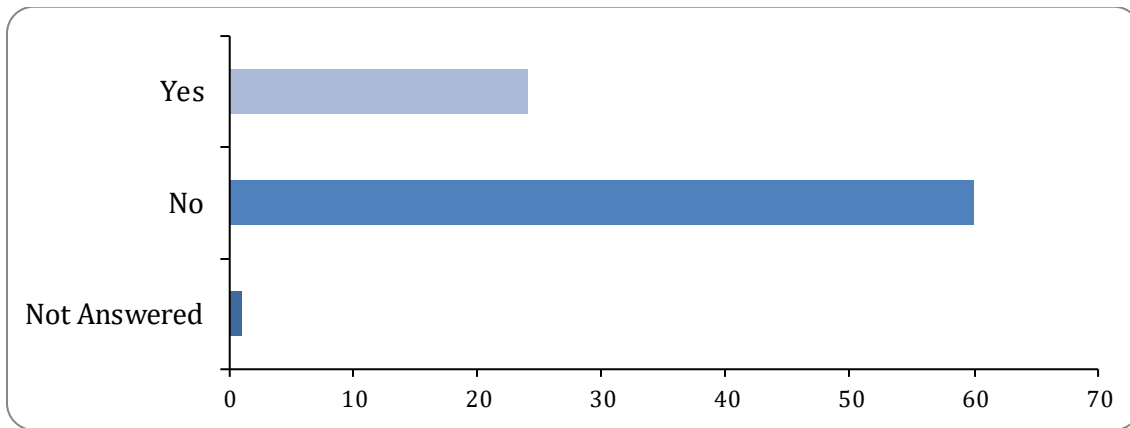
It was identified that many comments could be categorized into three key themes. Therefore, a further sub- analysis was undertaken to determine if these concerns relate to decisions made through alternative processes such as Places for Everyone (PfE), or if the concerns expressed relate to creation of the MDC.

## **Survey results**

### ***Question 1: Do you agree with the creation of a Mayoral Development Corporation for Northern Gateway?***

28.24% of respondents agree with the creation of the Mayoral Development Corporation, with one respondent not answering this question.

60 (70.59%) of the respondents answered no to this question.



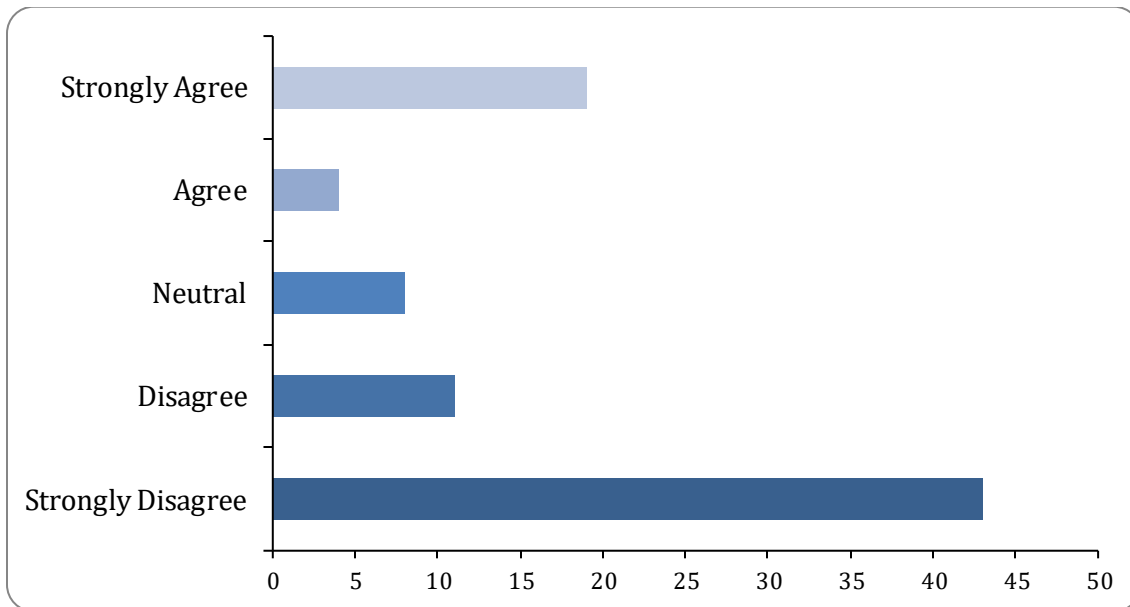
| Option       | Total | Percent |
|--------------|-------|---------|
| Yes          | 24    | 28.24%  |
| No           | 60    | 70.59%  |
| Not Answered | 1     | 1.18%   |

***Question 2: To what extent do you agree that the creation of a Mayoral Development Corporation for Northern Gateway would support development, growth, and improvements across the wider areas of Bury, Heywood, Middleton, and Rochdale?***

22.35% of respondents strongly agree that the creation of the MDC would support development, growth and improvements with a further 4.71% agreeing. Therefore, a total of 27.06% are in agreement with the questions statement.

50.59% of respondents strongly disagree with a further 12.94% disagreeing. Therefore a total of 63.53% are in disagreement with this questions statement.

9.41% expressed that they were neutral on the statement in the question.



| Option            | Total | Percent |
|-------------------|-------|---------|
| Strongly Agree    | 19    | 22.35%  |
| Agree             | 4     | 4.71%   |
| Neutral           | 8     | 9.41%   |
| Disagree          | 11    | 12.94%  |
| Strongly Disagree | 43    | 50.59%  |
| Not Answered      | 0     | 0.00%   |

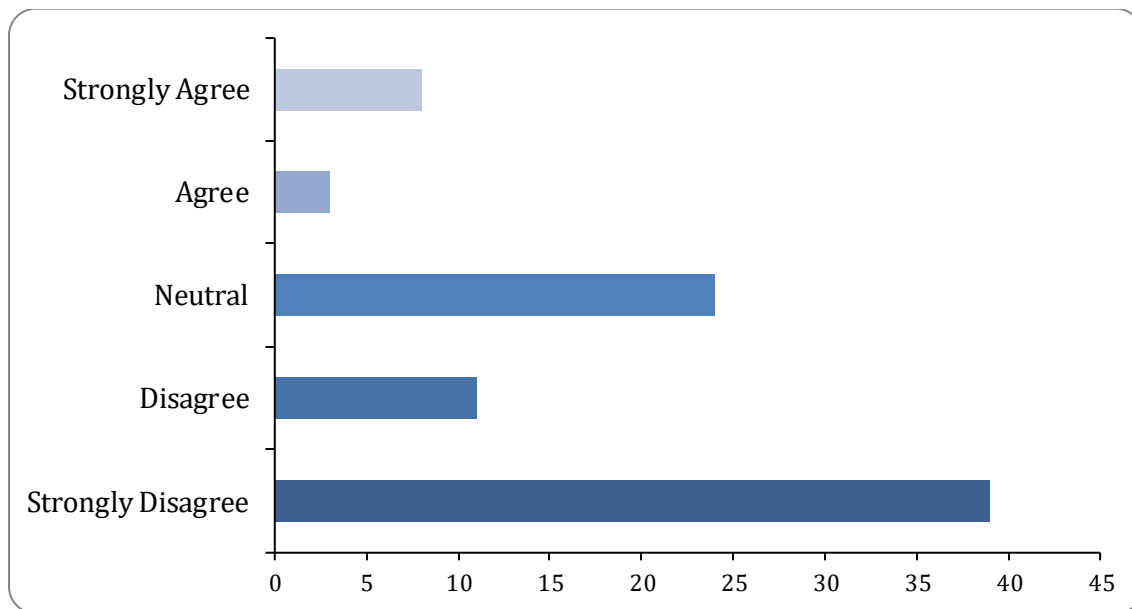
***Question 3: To what extent do you agree 'Atom Valley Northern Gateway Mayoral Development Corporation' is an appropriate name for this MDC?***

Over a quarter of the responses (28.24%) neither agreed nor disagreed with this question which asked about the name of the MDC.

9.41% of respondents strongly agree with the proposed name with a further 3.73% agreeing. Therefore, a total of 13.41% are in agreement with the proposed name.

45.88% of respondents strongly disagree with the proposed name with a further 12.95% agreeing. Therefore, a total of 58.83% are in disagreement with the proposed name.

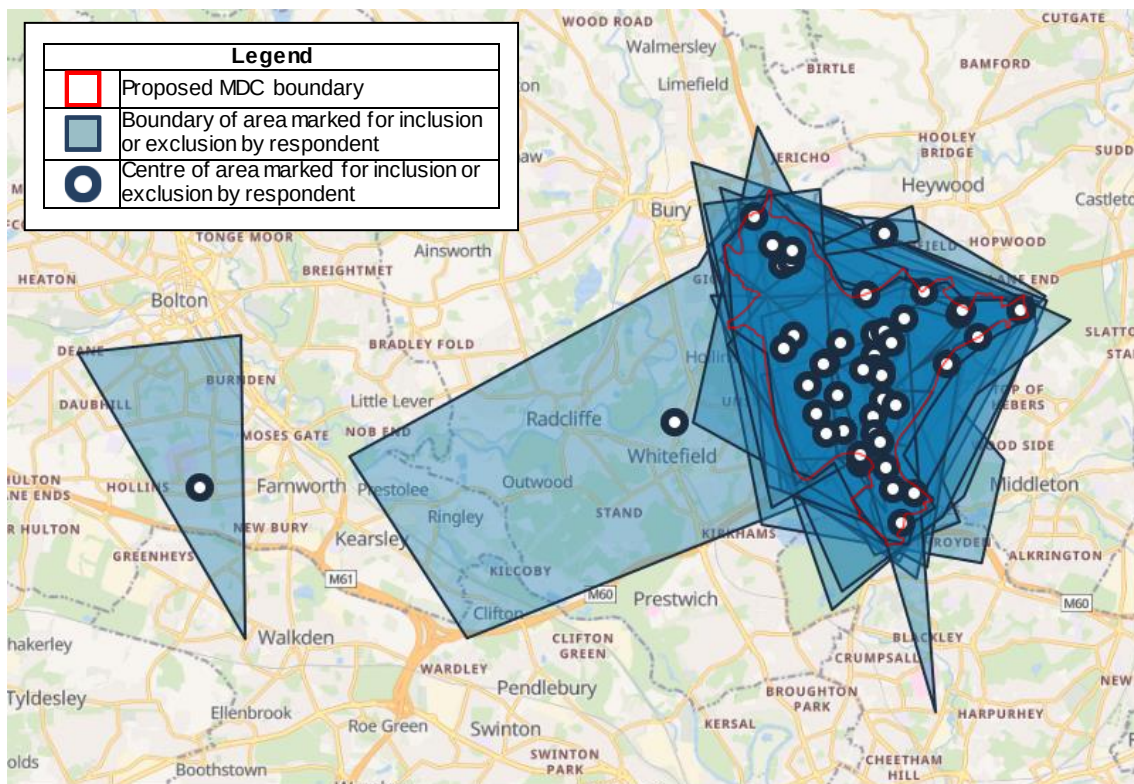




| Option            | Total | Percent |
|-------------------|-------|---------|
| Strongly Agree    | 8     | 9.41%   |
| Agree             | 3     | 3.53%   |
| Neutral           | 24    | 28.24%  |
| Disagree          | 11    | 12.94%  |
| Strongly Disagree | 39    | 45.88%  |
| Not Answered      | 0     | 0.00%   |

**Question 4: The map below shows the proposed area for the Mayoral Development Corporation. If you disagree with the boundary, please use the map below to identify areas you think should be excluded or included. If you agree with the boundary, press the “Continue” button**

40 people used the interactive map to indicate areas which they felt should be included or included from the MDC. A summary of those areas are shown on the map below.



Powered by Geoapify | © OpenMapTiles © OpenStreetMap contributors

In the map above, each of the blue shaded areas represents a response to this question, indicating an area proposed to be included or excluded from the proposed MDC boundary. The circles are the centre point of each of the shapes.

There were a further 7 text responses to this question, listing the following areas for exclusion:

- Simister, Bowlee and Unsworth
- Simister and surrounding area
- Bowlee down to Rhodes
- *'None of the area should be included'*
- *'Exclude the vast majority of the area'*

**Question 5: If you have identified areas for exclusion or inclusion, please explain below why you suggest they are included or removed.**

61 text-based responses were made to the question, most of the comments that were made in this section referred to people's reasons for wanting to exclude certain areas from the boundary. The main themes were protection of green belt, worries about traffic

and infrastructure, urban sprawl and the effect on housing prices. Several of the responses suggested using empty warehouses instead of building new ones.

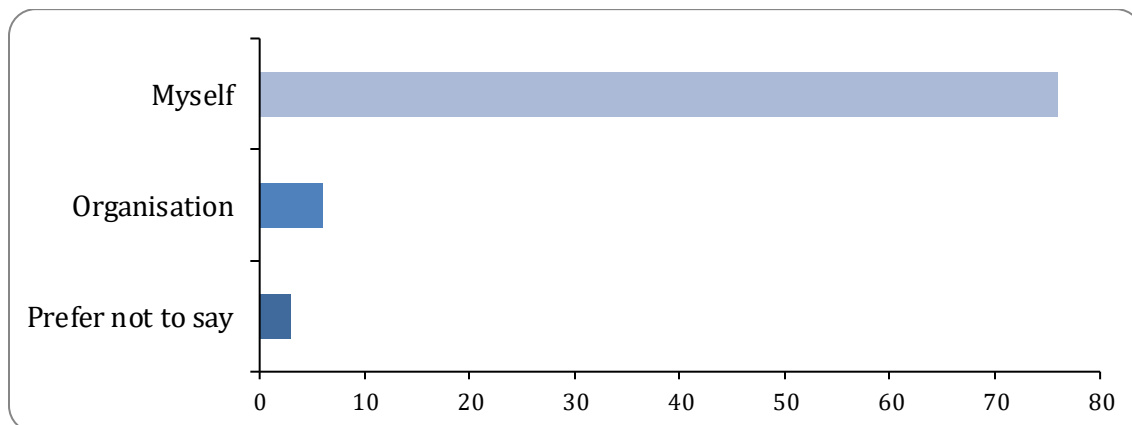
**Question 6: Do you have any additional comments about the development of the Northern Gateway area supported by a Mayoral Development Corporation?**

### Comments

64 text-based responses were made to this question, there was a range of responses some giving more detail about why they are in favor of the proposal and others suggesting additional things for consideration.

### Further questions

**Are you responding on behalf of yourself or an organisation?**

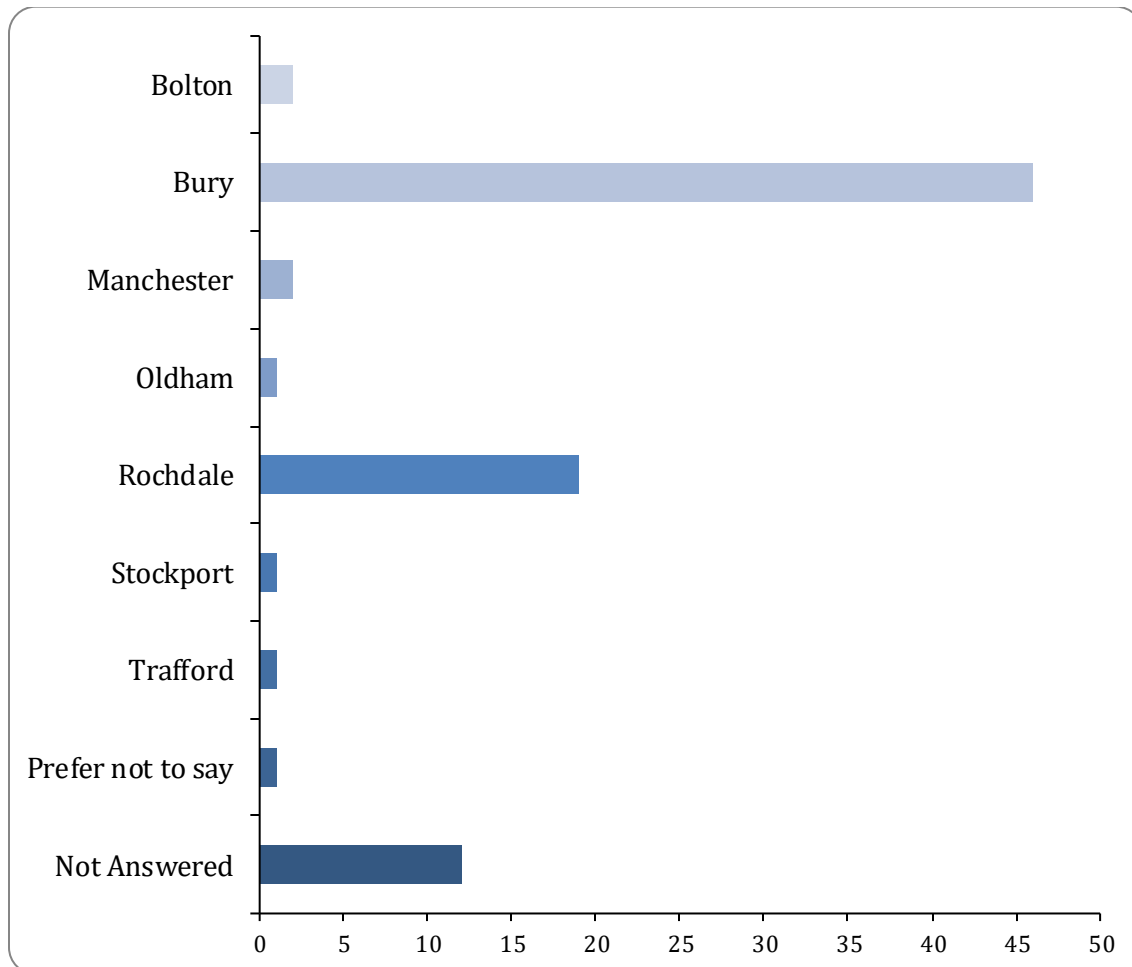


| Option            | Total | Percent |
|-------------------|-------|---------|
| Myself            | 76    | 89.41%  |
| Organisation      | 6     | 7.06%   |
| Prefer not to say | 3     | 3.53%   |
| Not Answered      | 0     | 0.00%   |

***Which local authority area do you live in?***

The proposed boundary for the MDC covers Bury and Rochdale districts, the combined responses from these districts is 76.47%.

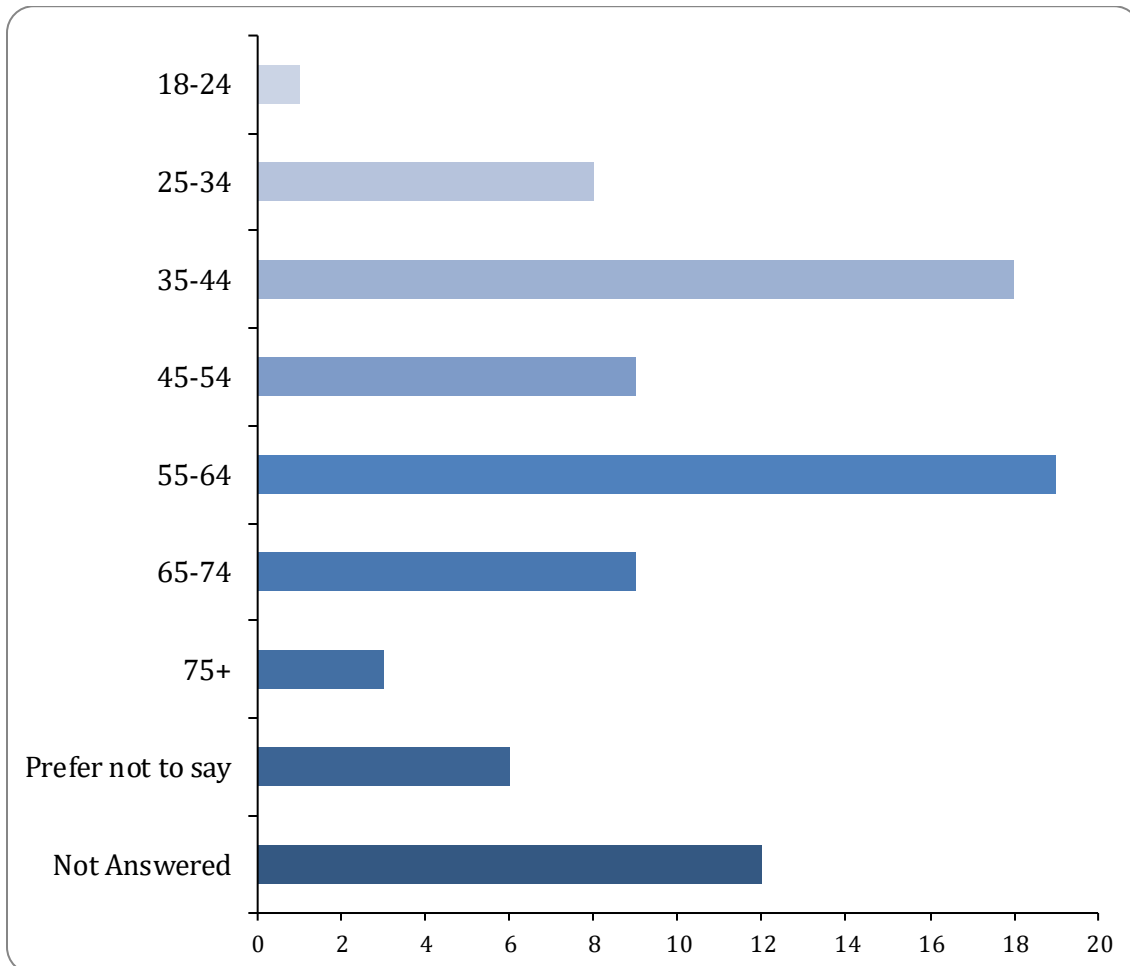
15.29% of respondents either didn't answer this question or selected the 'prefer not to say' option.



| Option            | Total | Percent |
|-------------------|-------|---------|
| Bolton            | 2     | 2.35%   |
| Bury              | 46    | 54.12%  |
| Manchester        | 2     | 2.35%   |
| Oldham            | 1     | 1.18%   |
| Rochdale          | 19    | 22.35%  |
| Stockport         | 1     | 1.18%   |
| Trafford          | 1     | 1.18%   |
| Prefer not to say | 1     | 1.18%   |
| Not Answered      | 12    | 14.12%  |

### *How old are you?*

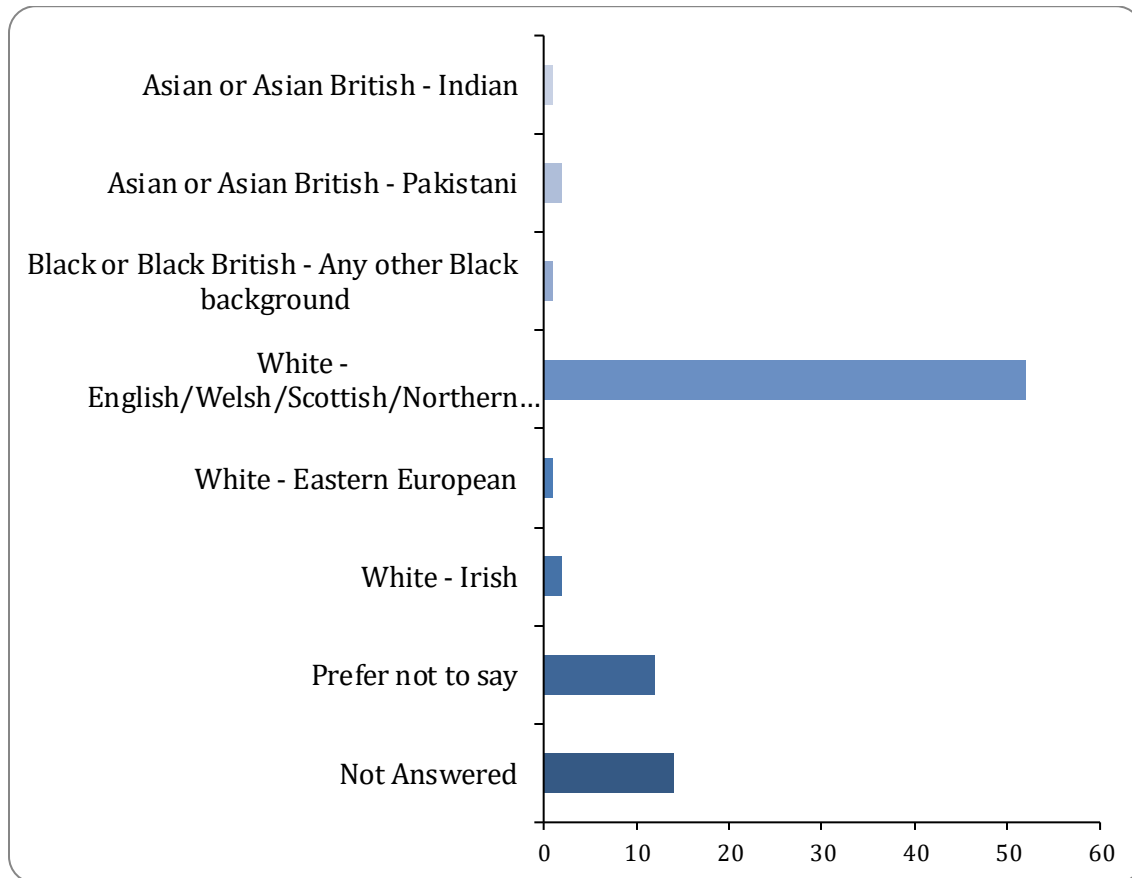
The highest age group that responded was 55-64 making up 22.35% of the respondents. We only received one response from people under the age of 25, with no responses from people under the age of 18.



| Option            | Total | Percent |
|-------------------|-------|---------|
| Under 18          | 0     | 0.00%   |
| 18-24             | 1     | 1.18%   |
| 25-34             | 8     | 9.41%   |
| 35-44             | 18    | 21.18%  |
| 45-54             | 9     | 10.59%  |
| 55-64             | 19    | 22.35%  |
| 65-74             | 9     | 10.59%  |
| 75+               | 3     | 3.53%   |
| Prefer not to say | 6     | 7.06%   |
| Not Answered      | 12    | 14.12%  |

### *What is your ethnic group?*

61.18% of respondents indicated their ethnic group as White -English/ Welsh/ Scottish/ Northern Irish/ British. A further 30.59% of respondent either did not answer this question or indicated that they 'prefer not to say'.

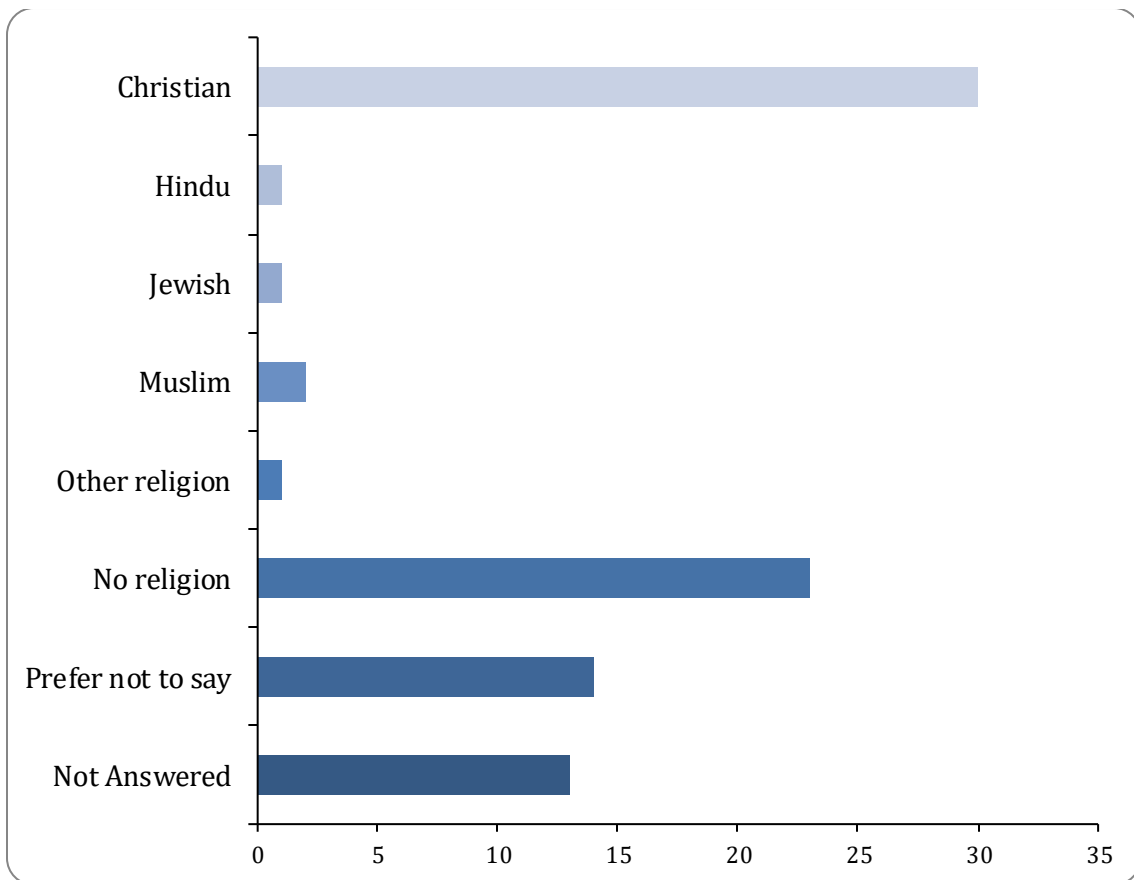


| Option                                              | Total | Percent |
|-----------------------------------------------------|-------|---------|
| Asian or Asian British - Bangladeshi                | 0     | 0.00%   |
| Asian or Asian British - Chinese                    | 0     | 0.00%   |
| Asian or Asian British - Indian                     | 1     | 1.18%   |
| Asian or Asian British - Pakistani                  | 2     | 2.35%   |
| Asian or Asian British - Any other Asian background | 0     | 0.00%   |
| Black or Black British - African                    | 0     | 0.00%   |
| Black or Black British - Caribbean                  | 0     | 0.00%   |
| Black or Black British - Any other Black background | 1     | 1.18%   |
| Mixed - White and Asian                             | 0     | 0.00%   |
| Mixed - White and Black African                     | 0     | 0.00%   |
| Mixed - White and Black Caribbean                   | 0     | 0.00%   |

|                                                       |    |        |
|-------------------------------------------------------|----|--------|
| Mixed - Any other mixed background                    | 0  | 0.00%  |
| White - English/Welsh/Scottish/Northern Irish/British | 52 | 61.18% |
| White - Eastern European                              | 1  | 1.18%  |
| White - Gypsy or Irish Traveller                      | 0  | 0.00%  |
| White - Irish                                         | 2  | 2.35%  |
| White - Any other White Background                    | 0  | 0.00%  |
| Other ethnic group - Arab                             | 0  | 0.00%  |
| Other ethnic group - Other                            | 0  | 0.00%  |
| Prefer not to say                                     | 12 | 14.12% |
| Not Answered                                          | 14 | 16.47% |

### ***What is your religion?***

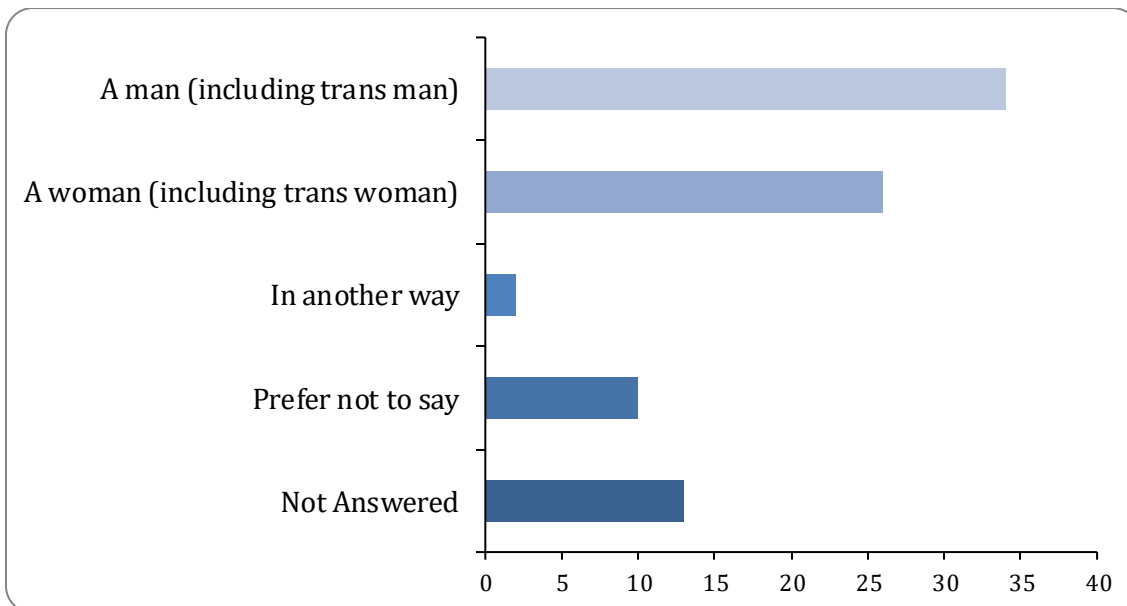
The highest religion indicated by respondents was Christian with 35.29% of people selecting this as their religion. We received zero responses from people who indicated Buddhist or Sikh as their religion.



| Option            | Total | Percent |
|-------------------|-------|---------|
| Buddhist          | 0     | 0.00%   |
| Christian         | 30    | 35.29%  |
| Hindu             | 1     | 1.18%   |
| Jewish            | 1     | 1.18%   |
| Muslim            | 2     | 2.35%   |
| Sikh              | 0     | 0.00%   |
| Other religion    | 1     | 1.18%   |
| No religion       | 23    | 27.06%  |
| Prefer not to say | 14    | 16.47%  |
| Not Answered      | 13    | 15.29%  |

### *How do you describe your gender?*

From those that answered this question 40% of the respondents describe their gender as a man and 30.59% as a woman.

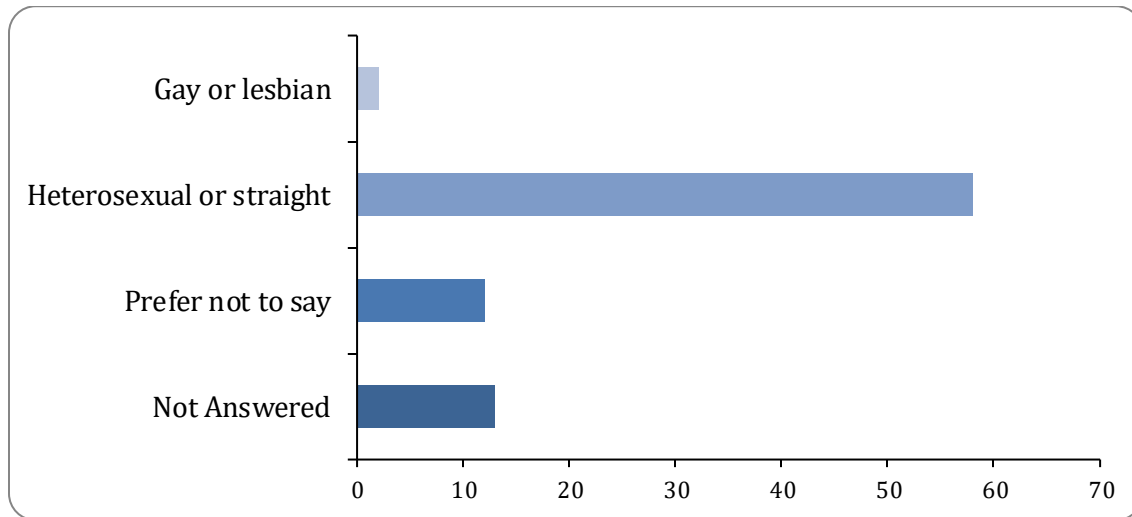


| Option                          | Total | Percent |
|---------------------------------|-------|---------|
| A man (including trans man)     | 34    | 40.00%  |
| A woman (including trans woman) | 26    | 30.59%  |
| Non-binary                      | 0     | 0.00%   |
| In another way                  | 2     | 2.35%   |
| Prefer not to say               | 10    | 11.76%  |
| Not Answered                    | 13    | 15.29%  |



***Which of the following best describes how you think of yourself?***

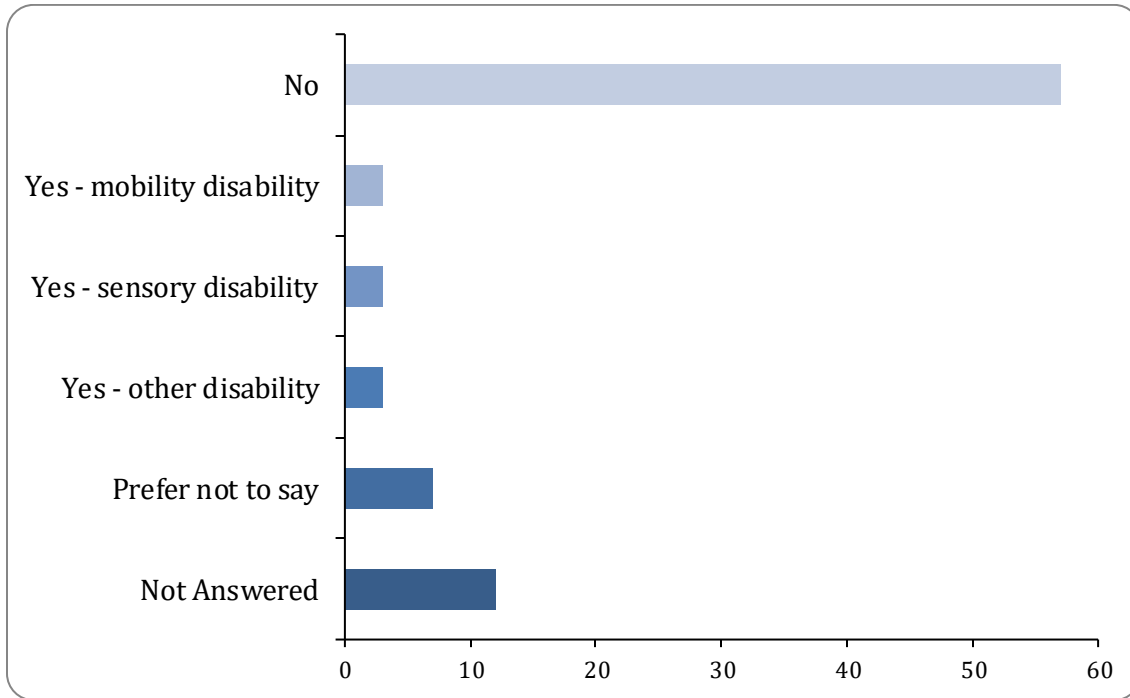
68.24% of the respondent describe themselves as heterosexual or straight. We received zero responses from people who describe themselves as Bisexual.



| Option                                   | Total | Percent |
|------------------------------------------|-------|---------|
| Bisexual                                 | 0     | 0.00%   |
| Gay or lesbian                           | 2     | 2.35%   |
| Heterosexual or straight                 | 58    | 68.24%  |
| Other sexual orientation, please specify | 0     | 0.00%   |
| Prefer not to say                        | 12    | 14.12%  |
| Not Answered                             | 13    | 15.29%  |

***Do you consider yourself to have a disability? (please tick all that apply)***

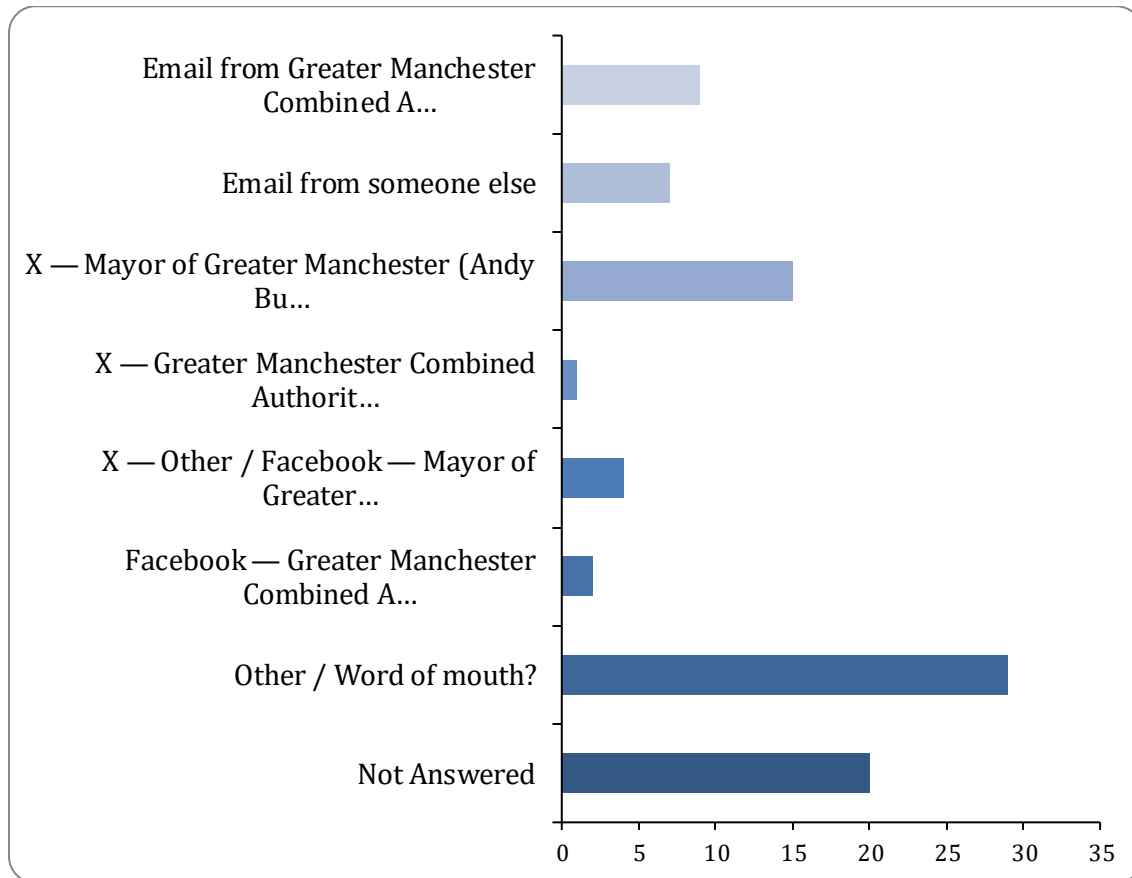
67.06% of people who responded to the survey do not consider themselves to have a disability.



| Option                    | Total | Percent |
|---------------------------|-------|---------|
| No                        | 57    | 67.06%  |
| Yes - learning disability | 0     | 0.00%   |
| Yes - mental ill health   | 0     | 0.00%   |
| Yes - mobility disability | 3     | 3.53%   |
| Yes - sensory disability  | 3     | 3.53%   |
| Yes - other disability    | 3     | 3.53%   |
| Prefer not to say         | 7     | 8.24%   |
| Not Answered              | 12    | 14.12%  |

***Lastly, how did you hear about this survey? (please tick all that apply)***

Of the 34.12% of respondents who selected 'other/word of mouth', 14 (16%) indicated that they found out about the consultation from the letter that was posted to their address.



| Option                                              | Total | Percent |
|-----------------------------------------------------|-------|---------|
| Email from Greater Manchester Combined Authority    | 9     | 10.59%  |
| Email from someone else                             | 7     | 8.24%   |
| X — Mayor of Greater Manchester (Andy Burnham)      | 15    | 17.65%  |
| X — Deputy mayor of Greater Manchester (Kate Green) | 0     | 0.00%   |
| X — Greater Manchester Combined Authority           | 1     | 1.18%   |
| X — Other / Facebook — Mayor of Greater Manchester  | 4     | 4.71%   |
| Facebook — Greater Manchester Combined Authority    | 2     | 2.35%   |
| Other / Word of mouth?                              | 29    | 34.12%  |
| Not Answered                                        | 20    | 23.53%  |

### **Sub Analysis:**

Of the 85 responses received, 70.59% indicated they did not agree with the creation of the MDC.

Further analysis of qualitative responses to questions 5 and 6 may suggest that some individuals were against the MDC because they felt it would make development on greenbelt sites, which they disagreed with, more likely as opposed to any concern about the MDC or its likely effectiveness in achieving the stated aims of the MDC.

60% of responses to questions 5 and 6 raised **objections to development or the type of development** and disagreed with the proposal to create the MDC.

18.33% of responses to questions 5 and 6 raised concerns relating to **transport infrastructure** and disagreed with the proposal to create the MDC.

### **Summary**

The responses have in the main been received by those living and working in and close to the boundary, which has been achieved by sending letters to those within the boundary. Responses received from outside the boundary were also considered.

Many consultation responses are concerned with the details of the development proposals themselves. These are not wholly relevant to this consultation process, however they are material to the operation of the proposed MDC.

The responses will now be considered by the Mayor, who may choose to provide a response to the outcome of the consultation.



**ROCHDALE**  
BOROUGH COUNCIL

**GMCA** GREATER MANCHESTER  
COMBINED AUTHORITY

'Hold for Logo'

# **DRAFT Atom Valley Northern Gateway Mayoral Development Corporation Constitution**

**[DATE]**

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## **PART 5 – CODES OF CONDUCT**

### **Document Version Control**

| <b>Document Title</b> | <b>Date Approved by Board</b> | <b>Amendments made</b>              | <b>In force from</b> |
|-----------------------|-------------------------------|-------------------------------------|----------------------|
| Version 0.01          |                               | Draft Constitution for consultation |                      |

## **PART 1 – ARTICLES**

### **1 INTRODUCTION AND DEFINITIONS**

#### **1.1 In this Constitution:**

**"the 2025 Order"** means the [Atom Valley Northern Gateway Mayoral Development Corporation (Establishment) Order 2025];

**"the 2011 Act"** means the Localism Act 2011 (as amended);

**"Annual Delivery Plan"** means the Corporation's plan for delivering the objectives of the Strategic Business Plan for the following Financial Year, which shall include the Corporation's Annual Budget;

**"Area"** has the meaning given in paragraph 5;

**"Board"** means the board of Members for the time being of the Corporation or the Members present or deemed to be present at a duly convened quorate meeting of the Members;

**"Code of Conduct for Members"** means the code of conduct for Members set out in [Part 5] of this Constitution;

**"Code of Conduct for Officers"** means the code of conduct for officers set out in [Part 5] of this Constitution;

**"Combined Area"** means the area consisting of the areas of the Constituent Councils Bury and Rochdale;

**"Constituent Councils"** as defined in the 2017 GMCA Order are Bury and Rochdale;

**"Contract Procurement Rules"** means the contract procedure rules set out in [Part 3] of this Constitution;

**"Corporation"** means [Atom Valley Northern Gateway Mayoral Development Corporation] established pursuant to the [2025] Order;

**"Bury Council"** means the Metropolitan Borough Council of Bury;

**"Councils"** means Bury Council and Rochdale Council;

**"Deputy Chair"** (if any) means a Member of the Corporation appointed by the Chair to hold the position of Deputy Chair and to exercise such of the functions of the Chair of the Corporation under this Constitution;



**"Financial Procedure Rules"** means the financial procedure rules set out in [Part 4] of this Constitution;

**"Financial Year"** shall mean a period of 12 months ending on 31<sup>st</sup> March;

**"GMCA"** means the Greater Manchester Combined Authority;

**"GMCA Orders"** means:

- (a) the Greater Manchester Combined Authority Order 2011 as amended (**'the 2011 GMCA Order'**);
- (b) the GMCA (Election of Mayor with Police and Crime Commissioner Functions) Order 2016 (**'the GMCA Mayoral Order'**);
- (c) the GMCA (Functions and Amendment Order 2016 (**'the 2016 GMCA Order'**);
- (d) the GMCA (Functions and Amendment Order 2017 (**'the 2017 GMCA Order'**); and
- (e) such other orders made by the Secretary of State in relation to the GMCA pursuant to legislation;

**"GM Mayor"** means the Greater Manchester Mayor;

**"GM Mayoral Functions"** means any function of the GMCA which is exercisable only by the GM Mayor by virtue of the GMCA Orders or any other enactment (whenever passed or made) and including those functions set out in Part 2 Section A of this Constitution;

**"Host Authority"** means the Council providing the support arrangements for the Corporation;

**"Member"** means a Member for the time being of the Corporation;

**"Rochdale Council"** means the Metropolitan Borough Council of Rochdale;

**"Scheme of Delegation"** means the scheme of delegation set out in Part 2 Section C of this Constitution;

**"Strategic Business Plan"** means the Corporation's strategic business plan for the next 5 years financial years;

- 1.2 This Constitution sets out how the Corporation operates, how decisions are made and the procedures that are followed to ensure that the Corporation operates efficiently, effectively and is both transparent and accountable.

## 2 OBJECTIVES

- 2.1 The objectives of the Corporation are to facilitate and oversee delivery of the Northern Gateway project by:

- Promoting the Area as a nationally significant regeneration project, raising its profile on a national and global scale;
- Delivering over 1,200,000 square metres of employment floorspace and 3,000 new homes in accordance with the Strategic Business Plan and Places for Everyone Joint Development Plan;
- Securing the physical and social infrastructure required to support the delivery of the project;
- Maximising benefits to new and existing residents and businesses, including encouraging high-quality jobs, skills, and social value;
- Delivering strategic leadership of the project to ensure its successful and timely delivery in alignment with the GMCA's, the Councils', and Transport for Greater Manchester's shared Northern Gateway Strategic Development Vision and other related documents for the Area, including maximising advanced materials and manufacturing uses;
- Providing a single, focused body for local decision-making; engagement with government departments and public agencies; engagement with private sector landowners and developers; and

- Attracting public and private sector investment to support the delivery of residential and employment growth.

The Corporation will work closely with Bury and Rochdale Councils, the GMCA, Transport for Greater Manchester, the Department for Transport, National Highways and other stakeholders to achieve its objectives.

### **3 POWERS AND FUNCTIONS**

3.1 Article 3 of the 2017 GMCA Order confers on the GMCA in relation to the Combined Area certain functions in relation to mayoral development corporations corresponding to functions contained in the 2011 Act that the Mayor of London has in relation to Greater London.

3.2 The Corporation was established pursuant to the [2025] Order on [date of order] as the [Atom Valley Northern Gateway Mayoral Development Corporation].

3.3 The Corporation will exercise all its powers and duties in accordance with the law, this Constitution and the Strategic Business Plan.

3.4 The Corporation has a number of specific powers and functions as set out in the 2011 Act, which include:

#### **3.4.1 Infrastructure<sup>1</sup>**

- To provide, or facilitate the provision of infrastructure;

#### **3.4.2 Land <sup>2</sup>**

- To regenerate or develop land, or facilitate the regeneration or development of land;

---

<sup>1</sup> Localism Act 2011 Section 205 Powers in relation to infrastructure

<sup>2</sup> Localism Act 2011 Section Powers in relation to land

- To bring about the more effective use of land, or facilitate the more effective use of land;
- To provide buildings or other land, or facilitate the provision of buildings or other land;
- To carry out, or facilitate the carrying out of, the following activities in relation to land:
  - (a) acquiring, holding, improving, managing, reclaiming, repairing or disposing of buildings, other land, plant, machinery, equipment or other property;
  - (b) carrying out building and other operations (including converting or demolishing buildings); and
  - (c) creating an attractive environment.

#### **3.4.3 Land Acquisition<sup>3</sup>**

- To acquire land or new rights over land in its area or elsewhere, in accordance with the provisions of the 2011 Act; and in respect of such land:
  - (a) Powers to extinguish public rights of way (with the consent of the Secretary of State);
  - (b) Powers in relation to burial grounds and consecrated land; and
  - (c) Powers in relation to, and for, statutory undertakers.

#### **3.4.4 Businesses and Companies<sup>4</sup>**

- To carry on any business and to form or acquire interests in any body corporate.

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<sup>3</sup> Localism Act 2011 Section 207 Acquisition of land

<sup>4</sup> Localism Act 2012 Section 212 Businesses, subsidiaries and other companies

**3.4.5 Financial Assistance<sup>5</sup>**

- To provide financial assistance to any person, in any form, including grants, loans, guarantee or indemnity, investment or the incurring of expenditure for the benefit of the person assisted;

3.5 The Corporation does not have the following powers and functions:

- 3.5.1 Functions in relation to Town and Country Planning (s202 of the 2011 Act);
- 3.5.2 Arrangements for the discharge of, or assistance with, planning functions (s203 of the 2011 Act);
- 3.5.3 Removal or restriction of planning functions (s204 of the 2011 Act); or
- 3.5.4 Powers in relation to discretionary relief from non-domestic rates (s214 of the 2011 Act).

**4 RESPONSIBILITY FOR FUNCTIONS**

- 4.1 Only the GM Mayor will exercise the GM Mayoral Functions.
- 4.2 In exercising the GM Mayoral Functions as set out in Part 2 Section A the GM Mayor may be assisted by members and officers of the GMCA.
- 4.3 Only the Board will exercise the functions as set out in Part 2 Section B of this Constitution.
- 4.4 The Board may choose to delegate any of its functions to any of its members, committees or staff pursuant to Paragraph 7 of Schedule 21 to the 2011 Act. For the avoidance of doubt, the Board does not have the power to delegate any GM Mayoral Functions, which are reserved to the GM Mayor under the 2017 Order or any other relevant legislation.

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<sup>5</sup> Localism Act 2011 Section 213 Financial assistance

- 4.5 The Board has delegated the discharge of certain functions in accordance with the Scheme of Delegation.

## **5 BOUNDARY**

The area of responsibility of the Corporation is shown bounded externally by the inside edge of the red line on the plan set out in [Part 1] of this Constitution.

## **6 BOARD MEMBERSHIP AND CHAIR**

### **Establishment of the Board**

- 6.1 Upon establishment of the Corporation, the GM Mayor will be the Chair of the Board on an interim basis and will, as soon as practicably possible, appoint representatives from the private sector to the Board.
- 6.2 The GM Mayor will appoint one of the Members of the Board drawn from the private sector to become Chair of the Board (once the GM Mayor relinquishes his role as interim Chair).

### **Responsibilities of the Board**

- 6.3 The Board shall take overall responsibility for developing the strategy of the Corporation in accordance with the Objectives set out in paragraph 2, delivering the approved 5-year Strategic Business Plan and Annual Delivery Plans, and the Corporation's operational, reporting and accountability arrangements.

### **Composition of the Board**

6.4 Following its establishment, the Board must at all times comprise a minimum of six Members.

6.5 Members of the Board with full voting rights shall include:

6.5.1 No more than three representatives of the private sector ("the Private Sector Members"); and

6.5.2 The two Leaders and two Opposition Leaders of the Councils ("the Public Sector Members").

6.6 The Private Sector Members shall be appointed for an initial term not exceeding 3 years, which may be extended for a maximum of one further term.

#### **Substitute Members**

6.7 The Leaders and Opposition Leaders of the Councils may each nominate a substitute representative as a Member of the Board who may attend and vote in the absence of the relevant respective Member.

6.8 The Private Sector Members shall not be entitled to substitute.

#### **Board Observers**

6.9 The following stakeholders shall have non-voting observer status at all meetings of the Board:

6.9.1 the Chief Executives of each of the two Councils;

6.9.2 MDC Chief Officer;

6.9.3 a representative of the GMCA;

6.9.4 a representative of the Department for Transport;

6.9.5 a representative of Transport for Greater Manchester

6.10 The Board may appoint further observers at its discretion.

- 6.11 Observers shall have the right to participate fully in board discussions and to receive all papers but shall not have voting rights.

#### **Appointment of Board Members**

- 6.12 The GM Mayor has the power at any time to appoint any person who is willing to act as a Member, either to fill a vacancy or as an addition to the existing Board membership.
- 6.13 In appointing a person to be a Member, the GM Mayor:
- 6.13.1 Must have regard to the desirability of appointing a person who has experience of, and has shown some capacity in, a matter relevant to the carrying-out of the Corporation's functions; and
  - 6.13.2 Must be satisfied that the person will have no financial or other interest likely to affect prejudicially the exercise of the person's functions as Member.

#### **Appointment of Chair**

- 6.14 The GM Mayor must appoint one of the Private Sector Members as Chair of the Corporation, and may determine the period for which that individual is to hold office.
- 6.15 A person appointed as Chair of the Corporation:
- 6.15.1 May resign that appointment, whether or not that person also resigns from Membership of the Corporation, by serving notice on the GM Mayor;
  - 6.15.2 Ceases to hold that appointment if that person ceases to be a Member.

#### **Appointment of Deputy Chair**



- 6.16 The Chair shall appoint a Deputy Chair (who may be either a Private Sector Member or a Public Sector Member).
- 6.17 In the absence of the Chair at a meeting of the Board, the Deputy Chair shall act in their place or (if absent) the remaining Members shall elect one of themselves to chair the meeting.

#### **Termination of Appointment**

- 6.18 Members may resign by serving notice on the GM Mayor.
- 6.19 The GM Mayor may terminate the appointment of any Member if:
- 6.19.1 The Member has been absent from meetings of the Corporation for more than 3 months without the permission of the Corporation;
  - 6.19.2 The Member has become bankrupt or has made an arrangement with the Member's creditors;
  - 6.19.3 A debt relief order is made in respect of the Member (see Part 7A of the Insolvency Act 1986) or the Member is a person in respect of whom a debt relief restrictions order has effect (see Schedule 4ZB to that Act);
  - 6.19.4 The Member has, since being appointed, ceased to be an elected member of the Council and the GM Mayor wishes to appoint an elected member of the Council to be a Member of the Corporation in that Member's place; or
  - 6.19.5 In the opinion of the GM Mayor, the Member has failed to comply with the Member's terms of appointment or is otherwise unable, unfit or unsuitable to exercise the Member's functions as a Member.

#### **Remuneration and Allowances**

- 6.20 The GM Mayor, in consultation with the Leaders of the Councils, may set allowances for Members. Any such allowances must be determined following consultation with

a suitably experienced advisory body, which must be independent of the GMCA and the Councils.

## **7 MEETINGS AND MEETING PROCEDURE**

- 7.1 The Board shall meet at least 3 times per year but additional meetings may take place should the need arise.
- 7.2 Each meeting shall be conducted in accordance with the rules of procedure from time to time of the Corporation.

## **8 FUNDING ARRANGEMENTS**

- 8.1 The set-up and running costs of the Corporation shall be borne in full by the Councils. Any contribution to those running costs made by any other organisation acting in partnership with the GM Mayor and the Councils shall be at the discretion of that organisation and on terms agreed between that organisation, the Corporation, the GM Mayor and the Councils. ....

## **9 COMMITTEES**

- 9.1 The Corporation may establish committees and sub-committees of the Board.
- 9.2 A committee may, with agreement of the Board, include persons who are not Members.
- 9.3 The Board must approve the Terms of Reference of any such committee or sub-committee.

## **10 ROLE OF THE GMCA MONITORING OFFICER IN RELATION TO THE CORPORATION**

- 10.1 Pursuant to Article 6 of the 2017 GMCA Order, Section 5 of the Local Government and Housing Act 1989 (Designation and reports of monitoring officer) applies in relation to the GMCA as if the Corporation were a committee of the GMCA.

## **11 OFFICERS**

### **11.1 Section 113 of the Local Government Act 1972**

For the purposes of Section 113 of the Local Government Act 1972 (Placing of staff of local authorities at disposal of other local authorities) each of the Constituent Councils and the GMCA are "local authorities". Pursuant to Section 113 of the Local Government Act 1972 any of the Constituent Councils may enter into an agreement with the GMCA for the placing at the disposal of the GMCA for the purposes of the GMCA's functions (including the GMCA's functions pursuant to Article 3 of the 2017 GMCA Order in relation to mayoral development corporations), on such terms as may be provided by the agreement, of the services of officers employed by any of the Constituent Councils.

### **11.2 Chief Officers**

The Corporation shall appoint a Chief Executive Officer, a Finance Director and a Corporation Solicitor, whose respective responsibilities and delegations are as set out in the Scheme of Delegation.

### **11.3 General**

- 11.3.1 The Corporation may engage such staff (referred to as officers) as it considers necessary to carry out its objectives.
- 11.3.2 Officers will comply with the Code of Conduct for Officers.

## **12 DECISION MAKING**

## **12.1 Decisions reserved to the GM Mayor**

Decisions relating to functions as set out in Part 2 Section A of this Constitution will be made by the GM Mayor only and not delegated.

## **12.2 Decision making by the Board**

12.2.1 Decisions relating to functions as set out in Part 2 Section B of this Constitution will be made by the Board only and not delegated.

12.2.2 Decisions shall be made by majority vote of the Board.

12.2.3 The quorum for any meeting of the Board shall be four Members. The quorum must include:

- the Leaders of the Councils or their nominated substitute(s); and
- two Private Sector Members.

12.2.4 A duly convened meeting of the Board at which a quorum is present shall be competent to exercise all or any of the authorities, powers, and discretions for the time being vested in or exercisable by the Board.

12.2.5 If a Member ceases to be a member at a Board meeting, he or she can continue to be present and to act as a member and be counted in the quorum until the end of the meeting if no other Member objects and if otherwise a quorum of Members would not be present.

12.2.6 The Corporation may decide on its own procedure, and the procedure of any of its committees or sub-committees.

### **12.3 Decision making by Chief Officers**

Chief Officers will exercise their delegated authority in accordance with the Scheme of Delegation.

### **12.4 Principles of decision making**

The Corporation's decisions must be made in accordance with the following principles:

- 12.4.1 Proportionality (meaning the action must be proportionate to the results to be achieved);
- 12.4.2 Due consultation (including the taking of relevant professional advice where appropriate);
- 12.4.3 Respect for human rights, equality and diversity;
- 12.4.4 Clarity of aims and desired outcomes;
- 12.4.5 Due consideration to be given to alternative options;
- 12.4.6 Due consideration to be given to constitutional requirements of, and adherence to, the statutory and legal framework relating to Mayoral Development Corporations (including the Localism Act 2011 and the 2017 GMCA Order).

## **13 REPORTING ARRANGEMENTS**

### **13.1 The Corporation must prepare:**

- 13.1.1 a Strategic Business Plan, within 12 months of the establishment of the Corporation prior and at 5-year intervals thereafter; and
- 13.1.2 an Annual Delivery Plan, prior to the start of each Financial Year,.

### **13.2 The Strategic Business Plan and Annual Delivery Plans must be approved by the Board prior to the start of the relevant Financial Year and then submitted to, and approved by, the GMCA and the Councils.**

- 13.3 The Strategic Business Plan and the Annual Delivery Plans shall be adopted by the Corporation and come into force following such approval by the GMCA and the Councils. For the avoidance of doubt, in the event that such approvals by the GMCA and the Councils take place after the start of a particular Financial Year, then the previous Financial Year's Strategic Business Plan shall remain in force until such time as those approvals are given.
- 13.2 As soon as reasonably practicable after the end of each Financial Year, the Corporation must prepare an annual report on how it has exercised its functions during the year, including a copy of its audited statement of accounts for that year, and send that report to the GMCA and the Councils.
- 13.3 The Corporation's officers shall respond promptly to requests from the Finance Director, and follow any advice and actions required in a timely manner. The Corporation shall make available any financial information reasonably requested by the GMCA or the Councils.

## **14 FINANCIAL, CONTRACTUAL AND LEGAL MATTERS**

### **14.1 Financial management**

The management of the Corporation's financial affairs will be conducted in accordance with the Financial Procedure Rules of the Host Authority.

### **14.2 Contracts**

Contracts made by the Corporation will comply with the Contract Procurement Rules of the Host Authority.

### **14.3 Legal proceedings**

The Corporation Solicitor is authorised to institute, defend or participate in any legal proceedings in any case where such action is necessary to give effect to decisions of the Corporation or in any case where the Corporation Solicitor considers that such action is necessary to protect the Corporation's interests.

### **14.4 Authentication of documents**

Where any document is necessary to any legal procedure or proceedings on behalf of the Corporation, it will be signed by the Corporation Solicitor or some other person duly authorised by the Corporation or the Corporation Solicitor, unless any enactment otherwise authorises or requires.

### **14.5 Common Seal of the Corporation**

The Common Seal of the Corporation will be kept in a safe place in the custody of the Corporation Solicitor. A decision of the Corporation, or any part of it, will be sufficient authority for sealing any document necessary to give effect to the decision. The Common Seal will be affixed to those documents, which in the opinion of the Corporation Solicitor, should be sealed. The affixing of the Common Seal will be attested by the Corporation Solicitor or some other person authorised by the Corporation Solicitor.

### **14.6 Reference(s) to the Corporation**

14.6.1 The Board, its Members and Officers acknowledge and recognise that the formal name of the Corporation being '[Atom Valley Northern Gateway Mayoral Development Corporation]' may be truncated and referred to as 'Northern Gateway Mayoral Development Corporation' and/or 'Northern Gateway MDC'.

14.6.2 The Corporation's full name will be utilised in legal documentation approved (and prepared) by the Corporation Solicitor in the bringing or defending of any legal proceedings and upon any legal notices to be served or received by the Corporation.

- 14.6.3 The Corporation will adopt the logo as that which endorses the front page of this document.

## **15 REVIEW AND REVISION OF THE CONSTITUTION**

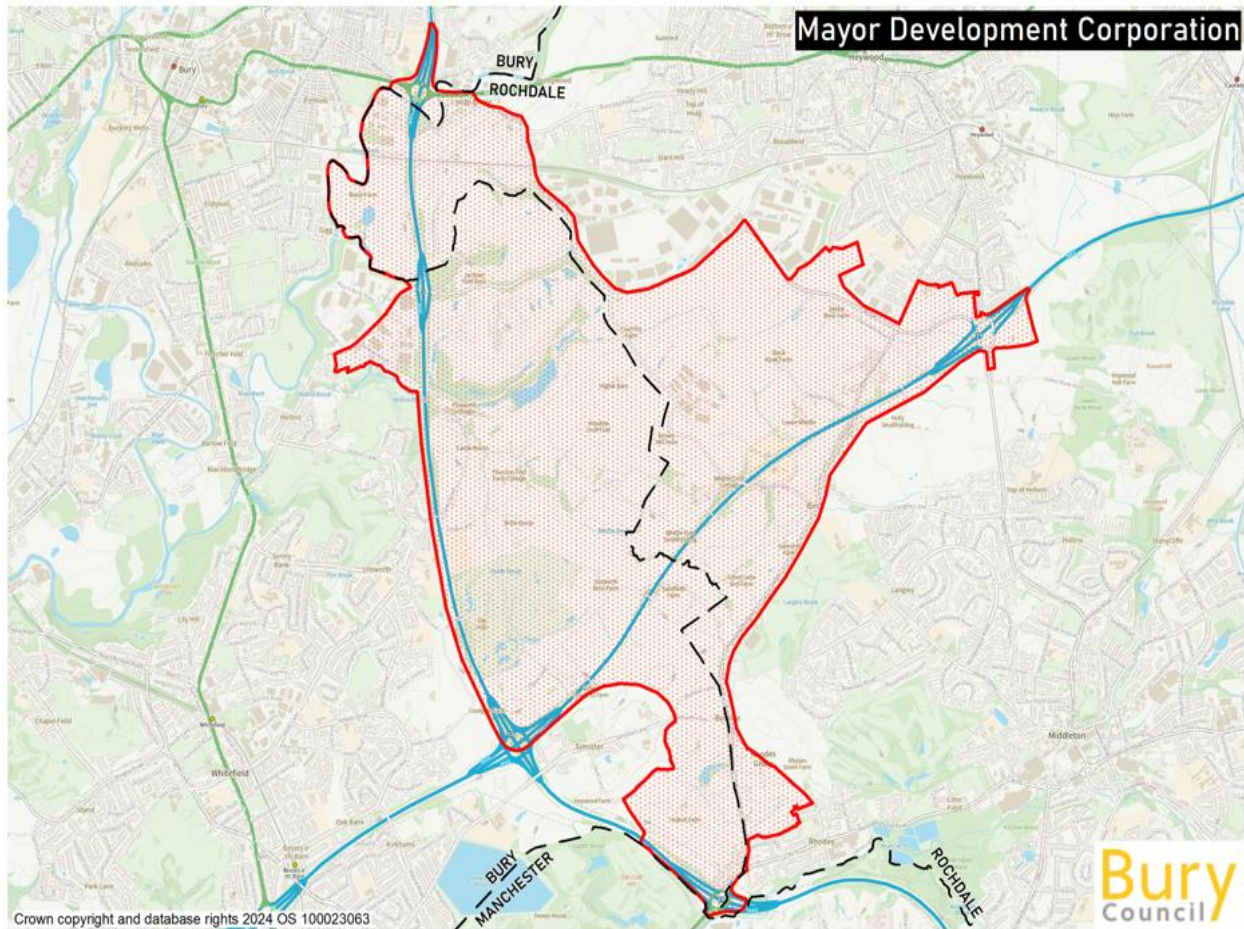
- 15.1 The Constitution is a living document and shall be amended as the Corporation progresses. The Corporation Solicitor will monitor and review the operation of the Constitution
- 15.2 Authority is delegated to the Corporation Solicitor, in consultation with the Chief Executive of the Corporation, to make amendments to the Constitution in order to reflect organisational or legislative changes, or to make any minor textual or grammatical corrections.
- 15.3 Any other changes shall be agreed by the Board.

## **16 REVIEW OF THE CORPORATION AND DISSOLUTION**

- 16.1 It is the duty of the GM Mayor to review, from time to time, the continuing in existence of the Corporation.
- 16.2 The GM Mayor may at any time make a scheme (a "transfer scheme") transferring to a permitted recipient, upon such terms as the GM Mayor considers appropriate, any property, rights or liabilities, which are for the time being vested in the Corporation. Any transfer scheme shall be made in accordance with Section 216 of the 2011 Act.
- 16.3 If no property, rights and liabilities are vested in the Corporation the GM Mayor may request the Secretary of State to revoke the order under Section 198 (2) of the 2011 Act, which established the Corporation.



## PART 2 – AREA OF RESPONSIBILITY OF THE CORPORATION



## PART 3 – RESPONSIBILITY FOR FUNCTIONS

### SECTION A – FUNCTIONS RESERVED TO THE GM MAYOR

1. Pursuant to Article 15(1) of the 2017 GMCA Order, there are certain functions, GM Mayoral Functions, which are only exercisable by the GM Mayor and cannot be delegated. These are as follows:
  - (a) Designation of a Mayoral development area, pursuant to section 197 of the 2011 Act;
  - (b) Exclusion of land from a Mayoral development area, pursuant to section 199 of the 2011 Act;

- (c) Transfer of property to a Mayoral development corporation, pursuant to section 200 of the 2011 Act;
- (d) Functions in relation to Town and Country Planning, pursuant to section 202 of the 2011 Act;
- (e) Removal of restriction of planning functions, pursuant to section 204 of the 2011 Act;
- (f) Powers in relation to discretionary relief from non-domestic rates, pursuant to section 214 of the 2011 Act;
- (g) Reviews of continuing in existence of any Mayoral development corporation, pursuant to section 215 of the 2011 Act;
- (h) Transfers of property, rights and liabilities, pursuant to section 216 of the 2011 Act;
- (i) Dissolution of a Mayoral development corporation: final steps, pursuant to section 217 of the 2011 Act;
- (j) Guidance to a Mayoral development corporation, pursuant to section 219 of the 2011 Act;
- (k) Directions to a Mayoral development corporation, pursuant to section 220 of the 2011 Act;
- (l) Consents, pursuant to section 221 of the 2011 Act;
- (m) The appointment of Members to the Board, pursuant to paragraph 1 of Schedule 21 to the 2011 Act (to include at least [one] elected member from Bury Council and at least [one] elected member from Rochdale Council, and the appointment of one of the Members of the Board as the Chair of the Corporation);
- (n) The determination of the terms of appointment of members of the Corporation, pursuant to paragraph 2(1) of Schedule 21 to the 2011 Act;
- (o) The removal of a member where the removal satisfies the criteria set out in paragraph 2(5) of Schedule 21 to the 2011 Act;
- (p) The determination of collective terms and conditions of officers and staff of the Corporation, pursuant to paragraph 3(1) of Schedule 21 to the 2011 Act;
- (q) The appointment of the first Chief Executive of the Corporation, pursuant to paragraph 3(2) of Schedule 21 to the 2011 Act;

- (r) The determination of remuneration etc.; to Members of the Corporation, pursuant to paragraph 4(1) of Schedule 21 to the 2011 Act, and the determination of rates and eligibility criteria for such payments pursuant to paragraph 4(2) of Schedule 21 to the 2011 Act;
  - (s) The determination to make a payment of compensation to a person on ceasing to be a member of the Corporation, pursuant to paragraph 4(3) of Schedule 21 to the 2011 Act;
  - (t) The agreement of the proposals of the Board in relation to the rates and eligibility criteria for remuneration and other payments to be made by the Corporation to its staff and officers, pursuant to paragraph 4(6) of Schedule 21 to the 2011 Act;
  - (u) To agree the inclusion of persons who are not members of the Corporation to be included on any committee or sub-committee pursuant to paragraph 6(3) of Schedule 21 to the 2011 Act;
  - (v) To give directions to a Mayoral development corporation in relation to its procedures, pursuant to paragraph 8 of Schedule 21 to the 2011 Act.
2. Pursuant to Article 15(2)(a) of the 2017 GMCA Order, members and officers of the GMCA may assist the GM Mayor in the exercise of any of the GM Mayoral Functions listed at paragraph 1 above.
3. In the exercise of the GM Mayoral Functions the GM Mayor shall, where appropriate, give due regard to any recommendations made by the Board.

## **SECTION B – FUNCTIONS RESERVED TO THE BOARD**

1. The following Corporation functions are only exercisable by the Board and shall not be delegated:
- (a) Adopting and changing the Constitution (other than amendments permitted pursuant to the Scheme of Delegation);
  - (b) The adoption of the Corporation's Strategic Business Plan, Annual Delivery Plans and the Budget, subject to the prior approval of the GMCA and the Councils;

- (c) The determination of the rates and eligibility criteria for staff of the Corporation; pursuant to paragraph 4(6) of Schedule 21 to the 2011 Act (subject to the agreement of the GM Mayor under paragraph 1(t) of Part 2 Section A above);
- (d) The approval of the annual report and audited statement of accounts;
- (e) The appointment of the Chief Executive, in consultation with the GM Mayor;
- (f) The appointment of officers to act as the Finance Director and the Corporation Solicitor;
- (g) The approval of the compulsory acquisition of land, with the consent of the GMCA and in consultation with the Councils and GM Mayor;
- (h) The approval of expenditure of £100,000 and over within the approved Strategic Business Plan and budget;
- (i) The approval of expenditure outside of the approved Annual Delivery Plan and budget, in reference to funding available beyond that paid to the MDC as part of Councils' contributions';
- (j) The approval of terms of reference for any committee or sub-committee;
- (k) The making of recommendations to the GM Mayor in respect of the GM Mayor exercising the GM Mayoral Functions.

## **SECTION C – DELEGATION OF FUNCTIONS TO CHIEF OFFICERS**

1. This Scheme of Delegation of the Corporation has been adopted by the Board and can only be amended or varied by the Board.
2. Chief Officers in the context of this part means the Chief Executive, the Finance Director and the Corporation Solicitor.
3. The delegated powers of Chief Officers set out in this scheme may be exercised by other officers authorised by the Chief Officer with the delegated power to act on their behalf and in their name, provided that administrative procedures are in place to record the authorisation and monitor the decisions taken.
4. The exercise of delegated powers by officers is required to be in accordance with and subject to:

- 4.1 Statute or other legal requirements, including the principles of public law, the Human Rights Act 1998, statutory guidance and statutory codes of practice;
  - 4.2 this Constitution, the Contract Procedure Rules and Financial Procedure Rules currently in force;
  - 4.3 the revenue and capital budgets of the Corporation, subject to any variation thereof which is permitted by the Financial Procedure Rules; and
  - 4.4 any policy or direction of the Board or any committee sub-committee or joint committee acting in exercise of powers delegated to it by the Corporation.
5. Chief Officers may not exercise delegated powers where:
- 5.1 the matter is reserved to the GM Mayor, the GMCA or to the Board, by law or under this Constitution;
  - 5.2 the matter is a function which cannot by law be discharged by an officer;
  - 5.3 the Board, or a committee, sub-committee or joint committee to which the Corporation is a party, has determined that the matter should be discharged otherwise than by an officer.
6. Where, in relation to an item before the Board or a joint committee, committee or sub-committee, a Chief Officer is given specific authority to determine a particular matter, the officer should ensure that there is an appropriate audit trail to evidence such determination.

## **7. GENERAL DELEGATIONS TO ALL CHIEF OFFICERS**

- 7.1 The day-to-day routine management, supervision and control of services provided for the Corporation by staff under its control in accordance with the Contract Procedure Rules and Financial Procedure Rules of the Corporation.

### **Human Resources**

- 7.2 Filling of vacant posts within approved establishments except Chief Officer posts.

### **Finance and Contracts**

- 7.3 Approval of expenditure of up to £100,000 in value for any one transaction or series of related transactions, within the approved budget.

### **Contracts**

- 7.4 The opening and acceptance of tenders or quotations and the placing of orders for goods, materials, works or services in accordance with the Contract Procedure Rules.
- 7.5 The award of contracts for which financial provision has been made in the Corporation's budget up to a limit of £100,000 in value for any one transaction or series of related transactions.
- 7.6 Where a contract contains provision for the extension to the contract period, the exercise of such extensions, subject to the agreement of the Finance Director.

## **8. DELEGATIONS TO THE CHIEF EXECUTIVE**

- 8.1 To discharge the functions of the Chief Executive in relation to the Corporation.
- 8.2 To be responsible for the corporate management and overall operational capacity of the Corporation, including the strategic management of the Corporation's staff.
- 8.3 To discharge any function of the Corporation which has not been specifically delegated to another officer, committee or sub-committee or joint committee or reserved to the GM Mayor, the GMCA or the Board whether by law or by this Constitution.
- 8.4 To take all action which is necessary or required in relation to the exercise of any of the Corporation's functions (other than those functions which by law can be exercised only by the Corporation or by the GM Mayor, or by the GMCA), having regard to the Corporation's or GM Mayor's approved plans, policies or strategies and the Corporation's budget, and all enabling legislation.

- 8.5 To discharge any function that has been delegated to a Chief Officer where that Chief Officer is unable to act, through absence or otherwise or where the Chief Officer post with the delegated function is vacant or has been disestablished.
- 8.6 Subject to the agreement of the Finance Director:
  - 8.6.1 to write off debts which are irrecoverable or losses due to burglaries, etc.;
  - 8.6.2 to write off or make adjustments in respect of deficiencies or surpluses of stock, equipment, etc.
- 8.7 To approve development briefs in consultation with the Board.
- 8.8 To apply for planning permission unless the application is novel or contentious, or has financial implications which would make it subject to the approval of the Board.
- 8.9 To exercise strategic overview of the Corporation's press and media relations, the organisation of press conferences, publicity and public relations including the issue of official publicity and official publications.
- 8.10 To acquire by agreement, land and property (including freehold chief rents) subject always to the purchase price, or the purchase price when added to other transactions in respect of the same project, being within the estimate of costs included in the Strategic Business Plan and not exceeding £100,000.
- 8.11 To accept any offer or tender and agree and arrange for, the disposal of land or property and other interests in land or property provided the offer or tender does not exceed £100,000 and is the best consideration that can reasonably be obtained.
- 8.12 In consultation with the Chair, and subject to the consent of the GM Mayor, to dispose of any interest in land at less than best consideration where the disposal will help the Corporation to secure the promotion or improvement of the economic, social or environmental well-being of the Area.
- 8.13 To manage all land, property, accommodation and facilities owned by the Corporation.

## **9. DELEGATIONS TO THE FINANCE DIRECTOR**

- 9.1 The Finance Director is responsible for the proper and lawful administration of the Corporation's financial affairs. The Finance Director shall provide advice and guidance to members on the financial and budgetary affairs and financial procedures of the Corporation.
- 9.2 To exercise the responsibilities assigned to the Finance Director in the Financial Procedure Rules and in the Contract Procedure Rules.
- 9.3 To effect the proper administration of the Corporation's financial affairs particularly in relation to financial advice, procedures, records and accounting systems, internal audit and financial control generally.
- 9.4 After consulting, so far as practicable with the Chief Executive and the Corporation Solicitor, to report to the Board if it appears to him/her that a decision has been made, or is about to be made which involves or would involve the Corporation incurring unlawful expenditure, or that a course of action has been taken or is about to be taken which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the Corporation, or that an item of account is about to be made which is unlawful. Such a report will have the effect of prohibiting the proposal, decision or other action being implemented until the report has been considered.
- 9.5 The taking of all action required on borrowing, investment and financing subject to the submission to the Board of an annual report of the Finance Director on treasury management activities at six-monthly intervals in accordance with CIPFA's Code of Practice for Treasury Management and Prudential Codes.
- 9.6 To discharge the functions of the Corporation under the Accounts and Audit (England) Articles 2015 (with the exception of Articles 6(2), 9(2) and 20(1)).



9.7 To be the officer nominated, or to nominate in writing another officer, as the person to receive disclosures of suspicious transactions for the purposes of the Proceeds of Crime Act 2002 and any Articles made thereunder.

9.8 To authorise any named Officer of the Corporation to exercise functions delegated to the Finance Director, including the functions of a consultee in relation to the exercise of an officer's delegated powers.

## **10. DELEGATIONS TO THE CORPORATION SOLICITOR**

10.1 To be responsible for ensuring the legal administration of the Corporation. The Corporation Solicitor shall oversee and advise on the legal arrangements of the Corporation. The Corporation Solicitor will contribute to the promotion and maintenance of high standards of conduct and be responsible for dealing with matters of conduct and ethical standards.

10.2 To institute, conduct, prosecute and defend any legal proceedings on behalf of the Councils, or where the Corporation considers it expedient for the protection or promotion of the interests of the Area, subject to consultation with the Chief Executive in any case where the matter is of significance to Corporation's reputation or where Corporation is to appeal to the Court of Appeal or the Supreme Court.

10.3 To settle if appropriate and in the interests of the Corporation any actual or threatened legal proceedings.

10.4 To instruct Counsel and professional advisors, where appropriate.

10.5 To complete all property transactions and contractual arrangements where terms have been agreed by the Corporation (including by the Board or Chief Officers acting under the Scheme of Delegation).

10.6 To accept on behalf of the Corporation the service of notices, orders and legal procedures.

10.7 To give undertakings on behalf of the Corporation.

- 10.8 To provide a comprehensive administrative service to the Corporation.
- 10.9 To oversee the Corporation's responsibilities under the Freedom of Information Act 2000, the Environmental Information Regulations 2004 and the Data Protection Act 2018.
- 10.10 To seek informal resolution of complaints.
- 10.11 To maintain the Register of Members' interests and an up to date version of the Constitution and to ensure that it is available for inspection and published on the Corporation's website.
- 10.12 To be the proper officer for ensuring the maintenance of public access to information in relation to Corporation documents, reports and background papers.
- 10.13 To receive complaints from the GMCA Monitoring Officer concerning the administration of the Corporation's affairs.
- 10.14 To provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity, budget and policy framework issues to all members of the Corporation.
- 10.15 To supervise the preparation and sealing or signing of documents.
- 10.16 To authorise other officers to seal documents in accordance with paragraph 14 of the Constitution, or to sign documents, which are not, required to be under seal.
- 10.17 To be responsible for promoting and maintaining high standards of conduct. The Corporation Solicitor will provide advice on the scope of powers and authority to take decisions, maladministration and probity to all Members and provide a comprehensive service to the Board.

10.18 Should at any time it appear to the Corporation Solicitor that any proposal, decision or omission by Corporation has given rise to, or is likely to give rise to, unlawfulness or maladministration, to as soon as practicable, prepare a report to the Board and the GMCA Monitoring Officer with respect to that proposal, decision or omission.

10.19 If it at any time it appears to the Corporation Solicitor that any proposal, decision or omission by the Corporation, by any committee, or sub-committee of the Corporation, by any person holding any office or employment under the Corporation or by any joint committee on which the Corporation is represented constitutes, has given rise to or is likely to or would give rise to:

- (a) a contravention by the Corporation, by any committee, or sub-committee of the Corporation, by any person holding any office or employment under the Corporation or by any such joint committee of any enactment or rule of law; or
- (b) any such maladministration or failure as is mentioned in Part 3 of the Local Government Act 1974 (Local Commissioners);

to prepare a report to the Board and the GMCA Monitoring Officer with respect to that proposal, decision or omission.

10.20 It shall be the duty of the Corporation Solicitor, in preparing a report under paragraph 10.19 above:

- (a) to consult so far as practicable with the persons who are for the time being designated as the Corporation's Chief Executive and Finance Director; and
- (b) as soon as practicable after such a report has been prepared by the Corporation Solicitor, to arrange for a copy of it to be sent to the GMCA Monitoring Officer and each Member of the Corporation.

#### **PART 4 – PROCEDURE RULES**



Procurement  
Rules.pdf



Finance Rules.pdf

*Replace above with links when available.*

## **PART 5 – CODES OF CONDUCT**

### **MEMBERS' CODE OF CONDUCT**

#### **PART 1 – GENERAL PROVISIONS**

##### **1. Introduction**

- 1.1 This Code applies to you as a Member of the Atom Valley Northern Gateway Mayoral Development Corporation ("the Corporation") when you are acting in that capacity.
- 1.2 The Code is based upon and is intended to be consistent with the Key Principles specified below.
- 1.3 It is your responsibility to comply with the provisions of this Code.
- 1.4 This Code does not cover matters in respect of which the Secretary of State may under the Localism Act 2011 specifically provide that criminal sanctions will apply.

##### **2. Key principles**

- 2.1 This Code of Conduct is based upon the following principles. These are:
  - **Selflessness**  
Members should act solely in terms of the public interest.
  - **Honesty and Integrity**

Members should be truthful and must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

- **Objectivity**

Members must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

- **Accountability**

Members are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

- **Openness**

Members should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

- **Personal Judgment**

Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

- **Respect for Others**

Members should promote equality by not discriminating unlawfully against any person and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the Corporation's Statutory Officers and its other employees.

- **Duty to Uphold the Law**

Members should uphold the law and act in accordance with the trust that the public is entitled to place in them.

- **Stewardship**

Members should do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law.

- **Leadership**

Members should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

2.2 These principles should inform your actions and decisions as a Board member.

### **3. General Conduct**

3.1 You must treat others with respect.

3.2 You must not do anything, which may cause the Corporation to breach any of the equality enactments (as defined in Section 33 of the Equality Act 2006).

3.3 You must not bully any person and you must not intimate or attempt to intimate any person who is involved in any complaint about any alleged breach of this Code.

3.4 You must not do anything, which compromises or is likely to compromise the impartiality of anyone who works for or on behalf of the Corporation.

3.5 You must not conduct yourself in a manner, which could reasonably be regarded as bringing the Corporation, or your appointment as a Member of the Corporation, into disrepute.

3.6 You must not use or attempt to use your position as a Member improperly to confer on or secure for yourself or any other person any advantage or disadvantage.

3.7 When using or authorising the use by others of the resources of the Corporation:-

a) you must act in accordance with the Corporation's reasonable requirements; and

- b) you must ensure that such resources are not used improperly for political purposes (including party political purposes).

3.8 You must not prevent, or attempt to prevent, another person from gaining access to information to which they are entitled by law.

3.9 You must not disclose information which is given to you in confidence, or information acquired by you which you believe to, or ought reasonably to be aware, is of a confidential nature, except when:-

- a) you have the consent of a person authorised to provide it; or
- b) you are required by law to do so; or
- c) the disclosure is made to a third party for the purpose of obtaining professional legal advice, provided that the third party agrees not to disclose the information to any other person; or
- d) the disclosure is reasonable, in the public interest, made in good faith, and made in compliance with the reasonable requirements of the Corporation.

3.10 This duty continues to apply after you have left the Board.

3.11 When making decisions on any matter you must have regard to any relevant advice provided to you by:

- a) The Corporation Chief Executive; or
- b) The Corporation Financial Officer; or
- c) The Corporation Monitoring Officer, where that Officer is acting pursuant to his or her statutory duties.

- 3.12 You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by the Corporation.

#### **4. Use of Funds**

- 4.1 You have a duty to ensure the safeguarding of funds and the proper custody of assets, which have been publicly funded.
- 4.2 You must carry out these obligations responsibly – that is, respond appropriately to ensure that the Corporation uses resources efficiently, economically and effectively, avoiding waste and extravagance. It will always be an improper use of funds for public bodies to employ consultants or other companies to lobby Parliament, Government or political parties.

#### **5. Allowances**

- 5.1 You must comply with the rules set by the Board regarding remuneration, allowances and expenses. It is your responsibility to ensure compliance with all relevant HM Revenue and Customs' requirements concerning payments, including expenses.

#### **6. Gifts and Hospitality**

- 6.1 You must not accept any gifts or hospitality, which might, or might reasonably appear to, compromise your personal judgement or integrity or place you under an improper obligation.
- 6.2 You must never canvass or seek gifts or hospitality.
- 6.3 You must comply with the rules set by the Corporation on the acceptance of gifts and hospitality. You should inform the Chief Executive Officer of any offer of gifts or hospitality and ensure that, where a gift or hospitality is accepted, this is recorded in a public register in line with the rules set by the Corporation.



- 6.4 You are responsible for your decisions on the acceptance of gifts or hospitality and for ensuring that any gifts or hospitality accepted can stand up to public scrutiny and do not bring your appointment and the Corporation into disrepute.

## **7. Employment and Appointments**

- 7.1 If you wish to take up additional employment or appointments during your term of office, you must inform the Chair and allow him or her the opportunity to comment.
- 7.2 On leaving office, you must comply with the rules of the Corporation on the acceptance of future employment or appointments.

## **8. Conflicts of Interests**

- 8.1 When accepting an appointment to the Corporation, you should consider if any conflicts of interest arise from your private interests or by virtue of any other roles you hold.
- 8.2 You must ensure that no conflict arises, or could reasonably be perceived to arise, between your duties within the Corporation and your private interests, financial or otherwise.
- 8.3 You must comply with the rules of the Corporation on handling conflicts of interests. As a minimum, these will require you to declare publicly, in the Corporation's register of interests, any private financial or non-financial interests of your own, or of close family members and friends, which may, or may be perceived to, conflict with your Corporation duties.<sup>6</sup> The rules will also require you to remove yourself from the discussion or determination of matters in which you have a financial interest. In matters in which you have a non-financial interest, you should not participate in the

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<sup>6</sup> Generally, all financial interests should be declared. When considering what non-financial interests should be declared, you should ask yourself whether a member of the public, acting reasonably, would consider that the interest in question might influence your words, actions or decisions. <sup>2</sup> These are common law provisions.

discussion or determination of a matter where the interest might suggest a danger of bias.<sup>2</sup>

8.4 It is your responsibility to ensure that you are familiar with the Corporation's rules on handling conflicts of interests, that you comply with these rules and that your entry in the Corporation's public register of members' interests is accurate and up-to-date.

## **9. Responsibilities as a Board Member**

9.1 You should play a full and active role in the work of the Corporation. You should fulfil your duties and responsibilities responsibly and, at all times, act in good faith and in the best interests of the Corporation.

9.2 You should promote an inclusive and diverse culture in the Corporation and your actions should help create an environment where different perspectives and backgrounds are encouraged and valued.

9.3 You should deal with the public and their affairs fairly, efficiently, promptly, effectively and sensitively, to the best of your ability. You must not act in a way that unjustifiably favours or discriminates against particular individuals or interests.

9.4 You must comply with any statutory or administrative requirements relating to your appointment.

9.5 You should respect the principle of collective decision-making and corporate responsibility. This means that, once the Board has made a decision, you should support that decision.

9.6 You must not use, or attempt to use, the opportunity of public service to promote your personal interests or those of any connected person, firm, business or other organisation.

9.7 You must inform the Chief Executive Officer of the Corporation of any bankruptcy, current police investigation, unspent criminal conviction or disqualification as a company director in advance of appointment, or should any such instances occur during your appointment.

9.8 You must also inform the Chief Executive Officer of the Corporation of any change in your circumstances which results in you becoming bankrupt, subject to a police investigation, convicted of a criminal offence or disqualified from being a company director.

9.9 You have additional responsibilities as the chair of the Corporation in leading the board and the Corporation and in ensuring that the principles covered in the Codes of Conduct for Board Members and Officers (where applicable) are upheld.

## **10. Social Media**

10.1 Social media is a public forum and the same considerations, including the provisions of this Code, apply as would to speaking in public or writing something for publication, either officially or in a personal capacity. When engaging with social media you should at all times respect confidentiality, financial, legal and personal information.

10.2 Where any personal social media accounts used by you make reference or link to your role, you should take care to ensure that it is clear in what capacity you are acting.

## **11. Raising concerns**

11.1 If you have a concern about a possible breach of this Code, a concern that you or any staff of the Corporation are being asked to act in contravention of their own code of conduct, or a concern about misconduct or wrongdoing in any other areas, then you have a responsibility to raise that internally with the Chief Executive Officer and/or Corporation Solicitor as appropriate.

## Part 2 – Interests

### 1. Registration of Members' Interests

1.1 Subject to paragraph 4, you must register in the Corporation's register of Members' interests ("Register") information about your personal interests. For the purposes of paragraphs 1 to 7 inclusively 'your personal interests' or 'personal interest' means:-

a) any 'disclosable pecuniary interest' (as specified in Part 3 of this Code or as defined by any statutory provisions in force from time to time under the Act) which you know about and which is held by:

- you; or
- your friends or family friends; or
- your spouse or civil partner, a person with whom you are living as husband and wife, or a person with whom you are living as if you are civil partners; and

b) any other interests held by you as set out in paragraph 3.

2. You must register information about your personal interests by giving written notice to the Chief Executive Officer, who maintains the Register, within 28 days of:-

- this Code being adopted by the Corporation;
- your appointment as a Member of the Corporation; and of
- becoming aware of any new interest or change to any registered interest.

3. You have a personal interest in any business of the Corporation and for the purposes of paragraph 1(b) where either it relates to or is likely to affect:-

- a) any body of which you are a Member (or in a position of general control or management) and to which you are appointed or nominated by the Corporation;
- b) any body which:-

- (i) exercises functions of a public nature; or
- (ii) is directed to charitable purposes; or
- (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member (or in a position of general control or management).

#### **4. Sensitive Information**

4.1 Where you think that disclosure of the details of any of your personal interests could lead to you, or a person connected with you, being subject to violence or intimidation, you may inform the Chief Executive Officer; and if the Chief Executive Officer agrees, a note will be made in the Register to the effect that you have a personal interest, details of which are withheld under Section 32 of the Act.

#### **5. Declaration of Interests**

5.1 Where you attend a meeting and you are, or ought reasonably to be, aware that any of your personal interests are relevant to an item of business which is being considered, then you must disclose to that meeting the existence and nature of that interest at the start of the consideration of that item of business, or when the interest becomes apparent, if later.

5.2 Where you have a personal interest in any business of the Corporation which relates to or is likely to affect a body of a type described in paragraph 3(a) and 3(b)(i), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.

5.3 Where you have a personal interest but, by virtue of paragraph 4, sensitive information relating to it is not registered in the Register, you must indicate to the meeting that you have a personal interest, but you need not disclose the sensitive information to the meeting.

5.4 Where you attend a meeting, and you are, or ought reasonably to be aware that a decision in relation to any item of business which is to be transacted might reasonably be regarded as affecting your well-being or financial position, or the well-being or financial position of a person described in paragraph 9, to a greater extent than most of the inhabitants of the area affected by the decision, then you must disclose to that meeting the existence and nature of that interest at the start of that item of business, or when the interest becomes apparent, if later.

5.5 The persons referred to in paragraph 8 are:-

- a) a Member of your family;
- b) any person with whom you have a close association and/or friendship;
- c) in relation to persons described in (a) and (b), their employer, any firm in which they are a partner, or a company of which they are a director;
- d) any person or body in whom persons described in (a) and (b) have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- e) any body of a type described in paragraph 3(a) and (b).

## **6. Non-participation**

6.1 Where you have a personal interest of the type described in paragraph 8 in any business of the Corporation, and the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest and the business:-

- a) affects your financial position or the financial position of a person or body described in paragraph 11(a) to (e) inclusively; or

- b) relates to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body referred to in the preceding sub-paragraph (a),

then subject to paragraphs 11 and 12:-

- c) you may not participate in any discussion of the matter at the meeting;
- d) you may not participate in any vote taken on the matter at the meeting;
- e) if the interest is not registered, you must disclose the interest to the meeting; and
- f) if the interest is not registered and is not the subject of a pending notification, you must notify the Chief Executive Officer of the interest within 28 days.

6.2 Where you have an interest of the type described in paragraph 10 in any business of the Corporation, you may attend the meeting and make representations, answer questions or give evidence relating to that business before the business is considered and voted upon, provided the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

## **7. Disclosable Pecuniary Interests**

7.1 In addition to the requirements of the Act regarding the registration and declaration of a disclosable pecuniary interest, you must also comply with the statutory requirements relating to withdrawal from participating in any discussion or voting on any matter in which you have a disclosable pecuniary interest.

## **8. Requirement to leave a meeting room**

8.1 You must comply with any procedural rule adopted by the Corporation, which requires a Member to leave the room during any meeting at which a matter in which they have a disclosable pecuniary interest is being discussed.

### Part 3 – Disclosable Pecuniary Interests

1. The duties to register, disclose and not to participate in respect of any matter in which a Member has a disclosable pecuniary interest are set out in Chapter 7 of the Localism Act 2011.
2. Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 (SI 2012 No. 1464) as follows:-

For this purpose:-

"the Act" means the Localism Act 2011;

"body in which the relevant person has a beneficial interest" means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest;

"director" includes a member of the committee of management of an industrial and provident society;

"land" excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income;

"M" means a member of a relevant Authority;

"Member" includes a co-opted member;

"Corporation " means the corporation of which M is a Member;

"relevant period" means the period of 12 months ending with the day on which M gives a notification for the purposes of section 30(1) or 31(7), as the case may be, of the Act;



"relevant person" means M or any other person referred to in section 30(3)(b) of the Act;

"securities" means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

| Interest                                          | Prescribed Description                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employment, office, trade, profession or vocation | Any employment, office, trade, profession or vocation carried on for profit or gain                                                                                                                                                                                                                                                                                                                                |
| Sponsorship                                       | Any payment or provision of any other financial benefit (other than from the Corporation) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a Member, or towards the election expenses of M. (This includes any payment or financial benefits from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992) |

|           |                                                                                                                                                                                                                                                                                  |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contracts | Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the Corporation:-<br>(a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged |
| Land      | Any beneficial interest in land, which is within the area of the Corporation.                                                                                                                                                                                                    |
| Licences  | Any licence (alone or jointly with others) to occupy land in the area of the Corporation for a month or longer.                                                                                                                                                                  |

|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corporate tenancies | Any tenancy where (to M's knowledge):-<br>(a) the landlord is the Corporation; and<br>(b) the tenant is a body in which the relevant person has a beneficial interest                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Securities          | Any beneficial interest in securities of a body where:- (a) that body (to M's knowledge) has a place of business or land in the area of the Corporation; and (b) either –<br><br>(i) the total nominal value of the securities exceeds<br><br>£25,000 or one hundredth of the total issued share capital of that body; or<br>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share of capital of that class |

## **OFFICERS' CODE OF CONDUCT**

### **INTRODUCTION**

- 1.1 The Atom Valley Northern Gateway Mayoral Development Corporation ("the Corporation") is committed to maintaining high standards of conduct in all areas of its activities. It relies on Officers to observe these standards when carrying out their duties and in doing so, to promote and maintain public confidence and trust in the work of the Corporation.
- 1.2 The Code is set out to:
- Promote fairness and consistency in the treatment of individuals;
  - Establish clear standards to help officers maintain and improve the services they provide;
  - Help maintain satisfactory relationships with members of the public, colleagues and Members; and
  - Help to protect officers from bias, misunderstanding or unjustified criticism.
- 1.3 Officers are required to comply with this Code of Conduct, as it will help them to understand and comply with the high standards of conduct the Corporation expects; failure to do so may result in disciplinary action, which could include dismissal.
- 1.4 Some services and professionals have to comply also with supplementary Codes of Conduct and Codes of Practice linked to professional registration for example, solicitors and surveyors.

### **SCOPE AND GENERAL PRINCIPLES**

- 2.1 This Code of Conduct applies to all Corporation officers. A separate Code of Conduct for Members is also available within the Corporation's Constitution.

Individuals contracted to provide services for the Corporation, such as agency workers, should comply with the principles of the Code, although they are not designated as officers.

2.2 Although the Code is comprehensive in the range of issues it includes, it is not possible to cover every circumstance. Managers reserve the right to take appropriate action should any issue arise not otherwise covered in the Code.

2.3 The public is entitled to expect the highest standards of conduct from all Corporation Officers. In performing their duties, Officers must act with integrity, honesty, impartiality and objectivity.

2.4 Officers are trusted to use their own judgement in the performance of their duties but if Officers are unsure of the correct course of action, they must speak to their manager at the earliest opportunity.

## **RESPONSIBILITIES**

### **3.1 Corporation responsibilities**

The Corporation has a responsibility to help ensure that Officers:

- (a) are clear about what is expected of them;
- (b) have a safe and healthy working environment;
- (c) have a work environment that is free from discrimination, harassment or bullying;
- (d) are offered relevant development opportunities;
- (e) have the opportunity to choose to be accompanied by a trade union representative or colleague, in appropriate circumstances, as determined by Corporation policy; and
- (f) are treated fairly, with respect and dignity.

### **3.2 Officer responsibilities**

As part of the Code, Officers are expected to:

- (g) familiarise themselves with the contents of the Code and act in line with the principles set out in it;
- (h) understand and apply the Corporation's rules, policies and procedures;
- (i) act honestly and with dignity and treat others with respect;
- (j) ensure their conduct does not discriminate against others;
- (k) attend work and be able to carry out their duties safely and effectively; (l) follow reasonable management instructions, procedures and regulations; and
- (m) be committed to delivering quality services competently and with due care.

## **GIFTS AND HOSPITALITY**

4.1 All offers of gifts or hospitality should be treated with caution. Where a gift or hospitality could be perceived as an inducement or reward for performing Corporation duties, or where acceptance of the gift or hospitality could be open to misinterpretation, Officers should firmly refuse the offer.

4.2 Gifts of a promotional nature, e.g. calendars, diaries and pens which are of a low monetary value i.e. less than £50 may be accepted.

4.3 All offers of gifts and hospitality of £50 or more in value, including any offers of sponsorship for training or development, whether or not they are accepted, must be recorded promptly (and no later than 28 days from the date of the offer) in a register held by the Chief Executive Officer.

4.4 It is a criminal offence under the Bribery Act 2010 to accept a bribe or to bribe another person. The offence of being bribed will occur where an employee agrees to receive or accepts an advantage (for their own or another's benefit and whether or not he or she actually receives it), in order to carry out the improper performance of a Corporation function, or where the advantage may be a reward for already having performed the function improperly.

4.5 The offence of bribing another person occurs where an employee offers, promises or gives a financial or other advantage to another person, with the intention that this will induce that person to improperly perform a function or activity, or in

order to reward that person for the improper performance of such a function or activity.

4.6 Guidance on the Bribery Act indicates that bona fide hospitality and promotional, or other business expenditure which seeks to improve the image of a commercial organisation, better to present products and services, or to establish cordial relations, is recognised as an established and important part of doing business and it is not the intention of the Act to criminalise such behaviour.

4.7 If Officers are in any doubt about the acceptance of a gift or hospitality they should inform the Corporation Solicitor in advance (where feasible) and seek advice. Where an employee receives an unsolicited gift or believes that a person is otherwise attempting to influence him or her, the Corporation Solicitor should be informed immediately.

4.8 Particular care should be taken by Officers concerned with purchasing the award of official contracts or the allocation of grant monies. An Officer who knowingly accepts a gift or favour from a contractor or other person providing services to or seeking services or funding from the Corporation may put themselves at risk of a disciplinary investigation. Failure to record offers of gifts and hospitality may also be the subject of investigation by managers.

## **CONFIDENTIAL INFORMATION**

5.1 Officers should treat all information they receive in the course of their employment as confidential to the Corporation. Officers must not use information in the Corporation's possession to further their private interests or those of their relations and friends. Deliberate exploitation of confidential information for personal gain may result in disciplinary action, including dismissal.

5.2 Officers are only permitted to disclose confidential information where it is required by law or where the Corporation has agreed to make the information available to the public. Where Officers are in any doubt as to whether they are

permitted to release information they must consult the Chief Executive Officer before any disclosure is made.

## **OFFICER INTERESTS**

6.1 Officers must disclose any personal conflicts of interest and must not involve themselves in any decisions or matters where their actions could be perceived as biased. A personal conflict may arise where an Officer provides consultancy services in a private capacity which conflict with or are of a similar nature to the Corporation's services, or which may result in a reduction of the Corporation's services.

6.2 Officers' interests in contracts must be disclosed in writing where Officers have any financial interest, direct or indirect, in any contract which the Corporation has entered into or is proposing to enter into, or any application by the Corporation for a licence, consent or permission. Officers are also required to identify a partner, relative or close associate, friend (including family friend) who might have a legitimate interest in Corporation contracts or services.

6.3 Officers must also disclose in writing any interests where they are involved as either as an individual or as a partner in a business or as a director of a company or where they have a substantial shareholding in a public or private company which regularly has dealings with the Corporation. For this purpose, "substantial" can be defined as more than £5,000 nominal value or 1/100th of the nominal value of the company whichever is the lower. Friendship or membership of an association or society could also influence an Officer's judgements and should be treated in the same way.

6.4 If Officers are in any doubt as to what interests they need to declare they should seek guidance from the Corporation Solicitor. Failure by Officers to declare interests in contracts or companies is a criminal offence and failure to disclose a conflict of interest may result in disciplinary action.

## **PUBLIC OFFICE**

7.1 Officers who wish to seek public office in a Local Authority other than that with whom they are employed or act for are not generally prevented from doing so unless they occupy politically restricted posts under the Local Government and Housing Act 1989 ("the 1989 Act"), but should discuss their intentions and the implications with the Corporation Solicitor and seek legal advice.

7.2 Officers other than holders of politically restricted posts who become councillors of other Local Authorities should ensure that their two capacities are kept separate. In particular, they should take care that they do not disclose or use for an unauthorised purpose confidential information, which could benefit or cause harm either to the Authority represented or to the Corporation.

## **POLITICAL ACTIVITIES**

8.1 Political activities relate to standing for public elected office, engaging in party political debate in a personal capacity, by speaking or writing in public and canvassing at elections. The ability of Officers to engage in such activities is restricted if they occupy politically restricted posts, as defined by section 2 of the 1989 Act and specified in a list maintained by the Corporation as required by that Act.

8.2 An employee who proposes to engage in political activities should consider all aspects of this Code and ensure there is no conflict of interest between their duties as an employee and their political activities. Officers who regularly advise Members, regularly have contact with the public or media, or exercise delegated powers should take particular care when they propose to engage in political activities. They must always consult their manager.

8.3 Where Officers are required to advise Members they must do so in ways which do not compromise their political neutrality and must not allow their own personal or political opinion to influence or interfere with their work.



## **RECRUITMENT AND EMPLOYMENT**

9.1 Officers involved in recruitment or decisions relating to discipline, promotion or grading must not be involved where they are related to an applicant or have a close association with an applicant or employee.

9.2 All Officers involved in recruitment and selection on behalf of the Corporation must be familiar with, and abide by, the Corporation's recruitment policy and procedures.

9.3 Canvassing of Members of the Corporation relating to any employment matter including appointments, is strictly prohibited and may result in disciplinary action.

## **DIVERSITY**

10.1 All Members of the local community, customers, contractors, Members and Officers have a right to be treated with fairness and dignity. All Officers are required to comply with the Corporation's diversity policies and in accordance with the legal requirements placed upon the Corporation.

## **INTELLECTUAL PROPERTY/COPYRIGHT**

11.1 All creative designs, writings and drawings produced by Officers in the course of their duties are the property of the Corporation.

11.2 All inventions made by Officers remain the property of the Corporation if made during the course of their duties. The duties are described in the Officers terms of employment, job description and those arising from an instruction from a manager or other authorised officer of the Corporation.

11.3 Where Officers are interviewed by the media in connection with their official duties the Corporation's Chief Executive Officer and Corporation Solicitor must be consulted on any intended publication in the press or other media which is connected to their official duties.

11.4 Officers should take care when expressing their personal views publicly that they do not undermine confidence in their objectivity in the performance of their duties.

## **USE OF THE DEVELOPMENT CORPORATION'S FACILITIES**

12.1 Officers must ensure that they use public funds entrusted to them in a responsible and lawful manner. They should strive to ensure value for money to the local community and to avoid legal challenge to the Corporation.

12.2 The Corporation's resources should be used solely in respect of its business. No improper use must be made of premises, vehicles, equipment, stationery or services. A reasonable amount of personal use of ICT and telephone facilities may be made but is subject to any Corporation ICT protocols and any arrangements for the payment of personal telephone calls.

## **PERFORMANCE OF DUTIES**

13.1 Officers are required to observe agreed working procedures, operational regulations, health and safety rules, regulations, professional codes of practice and the provisions of the Corporation's Constitution and to carry out reasonable and proper instructions in matters relating to their duties.

13.2 An Officer must not:-

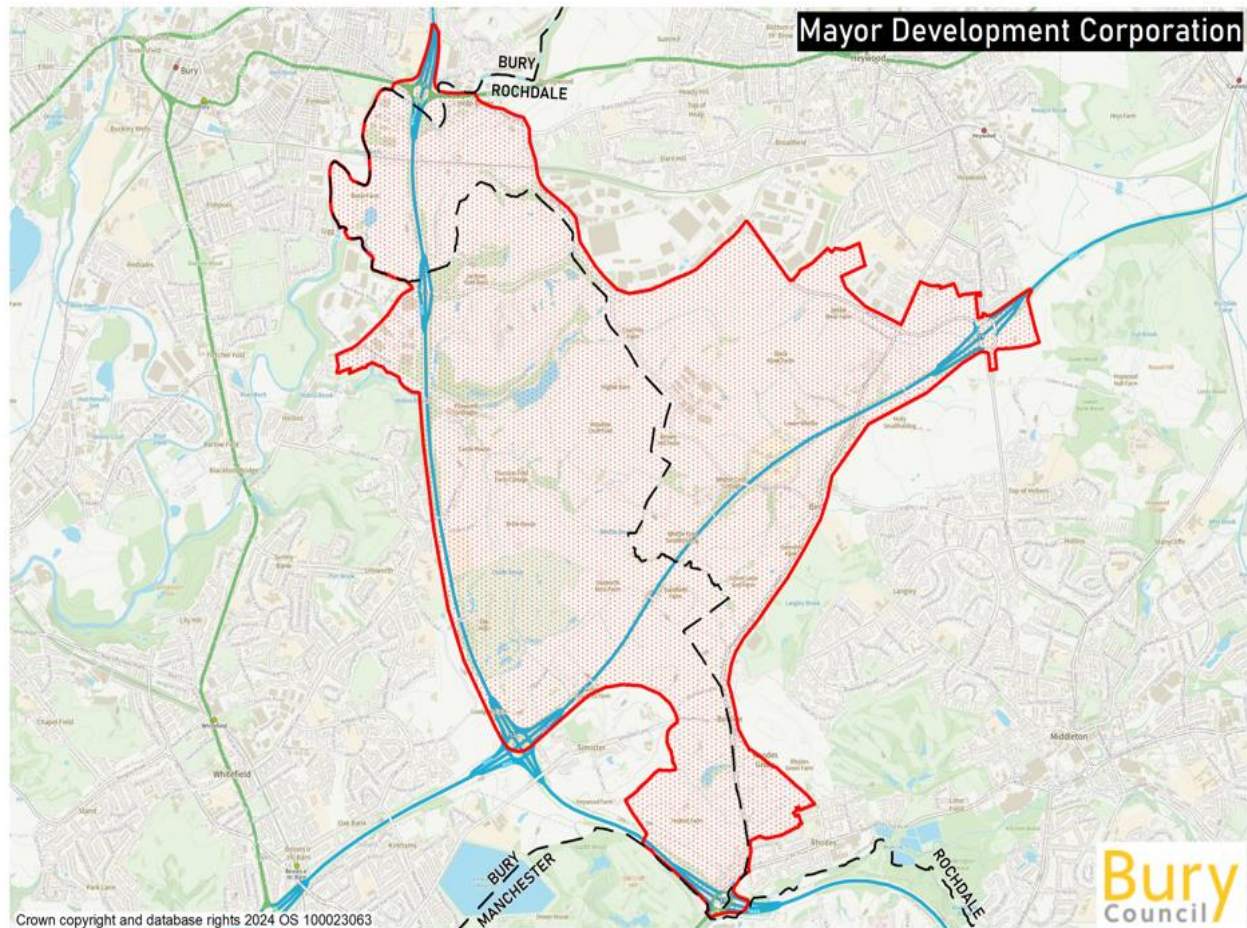
- (a) Fail to discharge through carelessness, or neglect an obligation placed upon him/her by contract or by law;
- (b) Fail to report any matter which he/she is required to report;
- (c) Fail to wear safety clothing or footwear, or use safety equipment which has been issued as being necessary in the interests of health & safety or otherwise fail to have due regard to health & safety requirements.

13.3 Failure to observe the Officers' Code of Conduct or any human resources policies and procedures (for instance relating to substance misuse, smoking or ICT protocols) or other Corporation policies, regulations or standards, may lead to disciplinary action in accordance with the Corporation's disciplinary procedures.

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## Appendix C: Proposed MDC Boundary

The plan below shows the proposed boundary for the Atom Valley Northern Gateway MDC:



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## Equality Analysis Form

The following questions will document the effect of your service or proposed policy, procedure, working practice, strategy or decision (hereafter referred to as 'policy') on equality, and demonstrate that you have paid due regard to the Public Sector Equality Duty.

### 1. RESPONSIBILITY

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Department</b>      | Business Growth and Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Service</b>         | Strategic Planning and Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Proposed policy</b> | <p>Following adoption of Places for Everyone Plan: A Joint Development Plan Document for nine Greater Manchester Local Authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) 2022-2039 (The Places for Everyone Plan), progression of the Northern Gateway (PfE; JPA1.1 and JPA1.2) continues and the 'MDC Approval to Implement' Paper recommends Cabinet as follows:</p> <ul style="list-style-type: none"> <li>i. Note the outcome of the 'Atom Valley Northern Gateway MDC' consultation, as detailed within the Consultation Report.</li> <li>ii. Support designation of the 'Atom Valley Northern Gateway' Mayoral development area by the Greater Manchester Mayor (the Mayor) and the Mayor notifying the Secretary of State (SoS) of that designation.</li> <li>iii. Approve the draft governance and operational arrangements, including objectives, as set out in the draft constitution.</li> <li>iv. Delegates to the Northern Gateway Strategic Board to finalise the governance and operational arrangements for the proposed MDC.</li> <li>v. Agree Rochdale Council will be the MDC host Authority and Bury Council will be the partner Authority, subject to 2-year initial review then regularly on 5-year basis thereafter.</li> <li>vi. Notes that corresponding recommendations are to be presented to Rochdale Council, and that, if endorsed a further report will be presented to</li> </ul> |

|                                                                                      |                                                                                                                                                                                                                |                                                              |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
|                                                                                      | the Greater Manchester Combined Authority and GM Mayor to seek endorsement of these proposals. Accordingly, establishment of the Atom Valley Northern Gateway MDC is contingent on these respective decisions. |                                                              |
| <b>Date</b>                                                                          | 19 June 2025                                                                                                                                                                                                   |                                                              |
| <b>Officer responsible for the 'policy' and for completing the equality analysis</b> | <b>Name</b>                                                                                                                                                                                                    | Hollie Good                                                  |
|                                                                                      | <b>Post Title</b>                                                                                                                                                                                              | Major Project Manager: Strategic Planning and Infrastructure |
|                                                                                      | <b>Contact Number</b>                                                                                                                                                                                          | 0161 253 5282                                                |
|                                                                                      | <b>Signature</b>                                                                                                                                                                                               | <i>H. Good</i>                                               |
|                                                                                      | <b>Date</b>                                                                                                                                                                                                    | 19 June 2025                                                 |

## 2. AIMS

|                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>What is the purpose of the policy/service and what is it intended to achieve?</b> | <p>'Places for Everyone' (PfE) sets out a plan for homes, jobs, and the environment across nine of the ten Greater Manchester districts (excluding Stockport). It sets 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 that the Plan will cover a timeframe up to 2039.</p> <p>Whilst one of the key purposes of PfE is to make provision for the homes and jobs needed across the plan area in a co-ordinated and managed way, it is also about establishing a framework for reducing inequalities, improving the lives of our residents and transforming Greater Manchester into a world-leading city-region. Northern Gateway (JPA1.1 and JPA1.2) is a strategic allocation within PfE.</p> <p>In September 2024 Cabinet authorised officers to explore potential delivery options for Northern Gateway, including a Mayoral Development Corporation (MDC). Eleven delivery options were identified within a longlist, as set out below, and RAG rated against a series of requirements. Four options were subsequently shortlisted, and an MDC emerged as the recommended vehicle.</p> <p>In March 2025 Cabinet endorsed an MDC as the preferred delivery vehicle for Northern Gateway along with the</p> |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                       | <p>proposed name and boundary for the purpose of the consultation process, which was subsequently endorsed and undertaken by GMCA and the Mayor.</p> <p>Following Cabinet approval to consult on the implementation of the '<i>Atom Valley Northern Gateway Mayoral Development Corporation</i>' within the proposed MDC Boundary, a public consultation was held by the Mayor, supported Bury and Rochdale Councils and the GMCA.</p> <p>The consultation was launched on 25th April 2025, for a period of 35-days, and closed on 8th June 2025.</p> <p>In alignment with the consultation, work has progressed, through the establishment of an MDC Working Group, to further define the detail of the key governance and operational matters for determination to support the proposed creation of an MDC.</p> |
| <b>Who are the main stakeholders?</b> | The main stakeholders involved in PfE are local residents, developers, landowners, businesses, planning and development consultants, statutory consultees, infrastructure providers, interest groups and representative bodies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

### 3. ESTABLISHING RELEVANCE TO EQUALITY

**3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics.**

**If you answer yes to any question, please also explain why and how that group of people will be affected.**

| Protected equality characteristic | Positive effect (Yes/No) | Negative effect (Yes/No) | Explanation                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------|--------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Race                              | No                       | No                       | PfE has been subject to an Integrated Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including race. |
| Disability                        | Yes                      | No                       | PfE includes policies that seek to ensure that all neighbourhoods are designed to enable residents to live                                                                                                                                                                                                                                               |

|                     |     |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------|-----|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     |     |    | <p>healthier, happier and more fulfilling lives, with the barriers to doing so minimised as far as possible. This must include recognising and responding to the difficulties that people may face due to age, disability, illness or financial circumstances.</p> <p>The Plan has also been subject to an Integrated Appraisal and part of this has involved an Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including disability.</p> |
| Gender              | No  | No |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Gender reassignment | No  | No | <p>PfE has been subject to an Integrated Appraisal and part of this has involved an Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including gender reassignment.</p>                                                                                                                                                                                                                                                                     |
| Age                 | Yes | No | <p>A number of the development allocations state that they will provide housing for elderly people.</p> <p>PfE has also been subject to an Integrated Appraisal and part of this has involved an Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including age.</p>                                                                                                                                                                        |
| Sexual orientation  | No  | No | <p>PfE has been subject to an Integrated Appraisal and part of this has involved an Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of</p>                                                                                                                                                                                                                                                                                                                                                                                                 |

|                               |    |    |                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------|----|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               |    |    | certain groups of people; and/or effect on relationships between different groups of people, including sexual orientation.                                                                                                                                                                                                                                                        |
| Religion or belief            | No | No | PfE has been subject to an Integrated Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including religion or belief.            |
| Caring responsibilities       | No | No |                                                                                                                                                                                                                                                                                                                                                                                   |
| Pregnancy or maternity        | No | No | PfE has been subject to an Integrated Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including pregnancy or maternity.        |
| Marriage or civil partnership | No | No | PfE has been subject to an Integrated Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including marriage or civil partnership. |

**3b. Using the drop down lists below, please advise whether or not our policy/service has relevance to the Public Sector Equality Duty.**

**If you answer yes to any question, please explain why.**

| <b>General Public Sector Equality Duties</b> | <b>Relevance (Yes/No)</b> | <b>Reason for the relevance</b> |
|----------------------------------------------|---------------------------|---------------------------------|
| Need to eliminate unlawful discrimination,   | No                        |                                 |

|                                                                                                                                                                                 |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| harassment and victimisation and other conduct prohibited by the Equality Act 2010                                                                                              |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Need to advance equality of opportunity between people who share a protected characteristic and those who do not (eg. by removing or minimising disadvantages or meeting needs) | Yes | <p>PfE will include policies that are specifically designed to make provision for special needs housing, including housing for the elderly as well as ensuring that all neighbourhoods are designed to enable residents to live healthier, happier and more fulfilling lives, with the barriers to doing so minimised as far as possible. This must include recognising and responding to the difficulties that people may face due to age, disability, illness or financial circumstances.</p> <p>Subject to Members providing approval to consult, consultation materials will be developed in accordance with Council policies to ensure equality of opportunity to engage in the consultation process.</p> |
| Need to foster good relations between people who share a protected characteristic and those who do not (eg. by tackling prejudice or promoting understanding)                   | No  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

**If you answered 'YES' to any of the questions in 3a and 3b**

**Go straight to Question 4**

**If you answered 'NO' to all of the questions in 3a and 3b**

**Go to Question 3c and do not answer questions 4-6**

**3c. If you have answered 'No' to all the questions in 3a and 3b please explain why you feel that your policy/service has no relevance to equality.**

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#### **4. EQUALITY INFORMATION AND ENGAGEMENT**

**4a.** For a service plan, please list what equality information you currently have available (including a list of all EAs carried out on existing policies/procedures/strategies),

**OR** for a new/changed policy or practice please list what equality information you considered and engagement you have carried out in relation to it.

Please provide a link if the information is published on the web and advise when it was last updated?

(NB. Equality information can be both qualitative and quantitative. It includes knowledge of service users, satisfaction rates, compliments and complaints, the results of surveys or other engagement activities and should be broken down by equality characteristics where relevant.)

| <b>Details of the equality information or engagement</b>                                                                                                                                                                                                                                                                                      | <b>Internet link if published</b> | <b>Date last updated</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------|
| Following consultation on two previous drafts in 2016 and 2019 (then referred to as the GMSF), and the invitation for representation on the Publication Plan in 2021 and proposed modifications in 2023 the Inspectors have issued their conclusions that the Plan is sound and legally compliant subject to their recommended modifications. |                                   |                          |

**4b.** Are there any information gaps, and if so how do you plan to tackle them?

No

## 5. CONCLUSIONS OF THE EQUALITY ANALYSIS

|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>What will the likely overall effect of your policy/service plan be on equality?</b>                                                             | Positive                                                                                                                                                                                                                                                                                                                                        |
| <b>If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?</b> | N/A                                                                                                                                                                                                                                                                                                                                             |
| <b>Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.</b> | No                                                                                                                                                                                                                                                                                                                                              |
| <b>What steps do you intend to take now in respect of the implementation of your policy/service plan?</b>                                          | <p>Following Members approval of the adoption of Places for Everyone, the Plan became a key part of Bury's statutory development plan and its policies will be used in the determination of planning applications.</p> <p>Following adoption, there was a six-week period for applications to challenge the plan through a Judicial Review.</p> |

## 6. MONITORING AND REVIEW

**If you intend to proceed with your policy/service plan, please detail what monitoring arrangements (if appropriate) you will put in place to monitor the ongoing effects. Please also state when the policy/service plan will be reviewed.**

The PfE Joint Plan will be continually monitored in order to determine the effectiveness of its policies.

**COPIES OF THIS EQUALITY ANALYSIS FORM SHOULD BE ATTACHED TO ANY REPORTS/SERVICE PLANS AND ALSO SENT TO YOUR DEPARTMENTAL EQUALITY REPRESENTATIVE FOR RECORDING.**



|                                |                              |
|--------------------------------|------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Key |
|--------------------------------|------------------------------|

|                   |                                                                |                          |
|-------------------|----------------------------------------------------------------|--------------------------|
| <b>Report to:</b> | Cabinet                                                        | <b>Date:</b> 9 July 2025 |
| <b>Subject:</b>   | Future Proposals for Bradley Fold Trading Estate Redevelopment |                          |
| <b>Report of</b>  | Leader and Cabinet Member for Strategic Growth                 |                          |

## 1. Summary

- 1.1 This report sets out proposals for the redevelopment of Bradley Fold Trading Estate. Many parts of the estate are in a dilapidated condition and insurance has been withdrawn on certain parts. Whilst this poses a risk to the Council, it also presents a regeneration opportunity. Investment in the estate will maximise the sites' potential as a modern industrial hub which generates income for the Council as well as attracting high quality businesses and jobs into the area.
- 1.2 Proposed action to mitigate the current risk of holding dilapidated buildings where insurance has been withdrawn is outlined within the report as follows:
- Implement remedial works identified by risk assessments where possible
  - Where the existing leases provide an obligation for the Council to insure and repair/ rebuild the buildings, where possible, the Council should seek terminate leases with a view to demolish the building or grant occupier/s full repairing and insuring lease/s.
- 1.3 The report outlines proposals to procure a design team and project manager to progress 'Phase 1' of the proposed development to RIBA Stage 3 and update the master plan for the whole estate. The report outlines budget costs in relation to undertaking this work as sets out recommendations for approval.

## 2. Recommendation(s)

That Cabinet:

- 2.1 Approve the first stages of the Bradley Fold redevelopment as set out in the report.

- 2.2 Approve £1,417,000 being added to the capital programme, funded from prudential borrowing. A full breakdown is shown in part B.
- includes approval for the expenditure in relation to compensation costs associated with the service of S.25 notices on all units that do not have insurance cover
  - includes approval for the expenditure of £400,000 associated with the upgrading and relocating the electricity substation and transformer.
- 2.3 Note that where appropriate and subject to relevant risk mitigation, tenants may be placed onto short term contracted out leases to allow continuation of business and income generation whilst Phase 1 is completed.
- 2.4 Approve the tender of demolition contractor/s for demolition of units as they become vacant.
- 2.5 Approve the tender of a design team and project manager to progress 'Phase 1' to RIBA Stage 3 and update master plan for the whole estate. Note that subsequent will brought to Cabinet at the appropriate time.

### **3. Reasons for recommendation(s)**

- 3.1 Redevelopment of the estate will maximise the sites' potential by providing high quality industrial units which will drive inward investment, employment opportunities and maximise revenue potential for the Council.
- 3.2 Termination of existing agreements will reduce & mitigate risk of holding buildings that are in a poor state of repair and do not have 3<sup>rd</sup> party insurance cover. If tenants are granted short term leases at the discretion of the Head of Land and Property, they will be on the basis that the tenant accepts the building is not insured or may not be rebuilt / repaired if cost of works exceeds the value of the premises or repair work is not viable. Where units are self-contained, and tenants can obtain their own insurance, longer term 'Full Repairing and Insuring' leases can be granted on the basis that they undertake agreed improvement works.

### **4. Alternative options considered and rejected**

- 4.1 Do nothing and continue to lease units at nominal rents.
- a. Whilst this would maintain the existing income, due to the condition of the units and high cost of dealing with all compliance issues this is not economically or financially feasible in the long term.
  - b. The site earmarked for Phase 1 has been cleared for over 10 years; by continuing to do nothing there is an opportunity lost to improve the estate and maximise income, jobs and business rates.
  - c. If the Council do not replace and relocate the transformer it risks losing power to the estate.



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**Report Author and Contact Details:**

*Name: Roger Frith and Rebecca Channings*

*Position: Head of Land and Property and Principal Surveyor*

*Department: Land and Property*

*E-mail: [r.frith@bury.gov.uk](mailto:r.frith@bury.gov.uk) and [r.channings@bury.gov.uk](mailto:r.channings@bury.gov.uk)*

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## **5. Background**

- 5.1 Bradley Fold Trading Estate (BFTE) is the Council's largest owned non-operational asset and has always been an important contributor to income generation for the Council, generating a net income of c.£250k per annum.
- 5.2 The main buildings on BFTE were constructed in the early 1900's and used as a munitions factory during the war. Following the war the units were subdivided and let out for commercial use. Various additions have been made to the estate creating a mix of buildings of varying styles and condition. Due to the age of the units together with limited expenditure over the past 20 years, a significant proportion of the estate is in a dilapidated obsolete condition.
- 5.3 This presents a regeneration opportunity for the Council to invest in the estate and maximise the sites' potential as an modern industrial hub which increases income to the Council as well as attracting high quality businesses that generate jobs. In addition to the opportunities created, this will mitigate the inherent risk of holding dilapidated buildings.
- 5.4 BFTE also comprises of 'The Villa' and 'Depot', both occupied by Bury Council. The tenanted estate consists of Bradley Court, Bradley House and circa 35 industrial units, which are occupied under various lease agreements.
- 5.5 Until recently the estate was fully let but the rents are set at a level that reflect the condition of the units. For example, the rent for the units in the poorest condition is currently set at c.£1.50psf whereas the newer units on the estate demand up to £9psf. It is anticipated that new premises could attract above £10psf.
- 5.6 It is estimated that there are approximately 130 people employed by occupying businesses across the whole of the let estate. It is anticipated that if the whole of the let estate was redeveloped to provide good quality units that made best use of the site available, based on average employment density statistics that this could double.
- 5.7 If the Council were to retain some parts of the estate and only develop phase 1/ sites of buildings in worst condition as described below, job numbers could increase from c.50 to 150.
- 5.8 The estate can be divided into 12 distinct areas which are described within the table shown in Appendix A.

5.9 A plan showing the location of each of the 12 areas is shown in Appendix B.

## **6 Insurance Withdrawal**

6.1 With effect from 31<sup>st</sup> August 2024, Zurich Municipal, the Council's current insurer, withdrew cover for the whole estate which was insured at £39m based on estimated rebuild values.

6.2 Following extensive discussions with Zurich, the insurance cover has been reinstated for Bradley Court, The Villa and Depot on the basis that there are no combustible materials within 20m of the buildings.

6.3 Zurich will not reinstate any cover on the remaining units which are in varying states of repair. The Insurance Team have approached current brokers to try and secure Insurance from elsewhere, but this has not been successful.

6.4 The remaining commercial tenanted industrial units therefore currently have no third party building insurance cover in place against the usual insured risks of fire / lightening / explosion etc. The Council is therefore self-insuring the buildings on Bradley Fold where 3<sup>rd</sup> party insurance has been withdrawn. It is therefore vital that the Council minimise the risk of an insured risk event occurring. Should there be a fire that spreads throughout the estate the risk would be that 35 commercial units are lost/ significantly damaged beyond a level that is economically viable to repair.

6.5 Many of the existing leases contain a clause that would obligate the Council to repair or rebuild the premises if damaged by an insured risk (eg fire). Given that in many cases this would not be deemed viable, as the cost of repair is substantially above the value of the premises, the Council needs to proactively reduce its risk as it not only presents a risk of reputational damage but of litigation resulting in increased costs to the Council.

6.6 This can be achieved in two ways, both of which are described in the following points outlined below:

- Mitigate and reduce risk through the implementation of remedial works identified by risk assessments
- Where the existing lease provides an obligation to the Council to insure & repair/ rebuild the buildings the Council should seek to serve s.25 Notices to terminate all existing leases with a term of less than 12 months unexpired or are holding over.

6.7 A plan showing the areas where insurance has been withdrawn is shown in Appendix C.

## **7. Risk Assessment Findings**

7.1 The Land & Property team have commissioned a full fire risk assessment of the site. The report highlights risks that are both the responsibility of the

Council and its tenants. Where risk is the tenant's responsibility the reports are being shared and a remediation plan agreed & monitored with the tenants. The findings have been used to help establish the areas of the estate where risk can be significantly reduced and mitigated. Where this is possible, the Council should seek to retain certain buildings in the longer term. 7.2 The findings have been used to determine which areas of the estate pose the highest risk and should be demolished straight away and which areas have the potential to be retained based on the premise that risk can be addressed. Each area of the let estate has been RAG rated accordingly. A plan showing the RAG rating for each area can be seen in Appendix D and is described in the table below.

| Area   | Area Name                                               | Risk / Proposed Retention Status                                                                                                                                                                                                                                  |
|--------|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Area 1 | Lock Up Unit and Substation within Phase 1 Cleared Site | Demolition<br><br>This building is in the middle of phase on and should be demolished in the first phase.<br><br>The transformer/ substation located in this area should be relocated.                                                                            |
| Area 2 | Central Block                                           | Demolition - First Phase<br><br>Risks cannot be suitably addressed.<br><br>Many risks relate to the fabric of the building and only viable option is demolition                                                                                                   |
| Area 3 | Central Block Annex                                     | Potential to Retain<br><br>Risks identified can be addressed and there is potential to invest in the building with a view to retain rather than demolish.<br><br>Decision to be made on a case-by-case basis and level of compliance co-operation by the tenants. |
| Area 4 | Large Warehouse                                         | Demolition - First Phase<br><br>Risks cannot be suitably addressed. Risks relate to the fabric of the building and only viable option is demolition                                                                                                               |
| Area 5 | Small mixed-use units                                   | Potential to Retain<br><br>Risks identified can be addressed and there is potential to invest in the building and retain rather than demolish.<br><br>Decision to be made on a case-by-case basis and level of compliance co-operation by the tenants.            |
| Area 6 | Bradley House                                           | Potential to Retain<br><br>Risks identified can be addressed and there is potential to invest in the building and retain rather than demolish.                                                                                                                    |

|        |                                         |                                                                                                                                                                                              |
|--------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|        |                                         | Decision to be made on a case-by-case basis and level of compliance co-operation by the tenants.                                                                                             |
| Area 7 | Self-contained Unit                     | Retain<br><br>Risks identified can be addressed and as it is a self-contained area tenant can be placed on a Full Repairing and Insuring Lease which removes all liability from the Council. |
| Area 8 | Self- contained units (Housing Repairs) | Demolition Future Phase<br><br>Risks can be addressed in the short term, but given the age and condition of the building it should form part of the overall future redevelopment             |

7.3 Land and Property are working to mitigate risks which derive from holding dilapidated buildings, by undertaking works that can be addressed e.g. upgrading fire doors, repair minor damage, signage, fire safety policies etc. Existing land and property budget will be used address these risks.

7.4 However, the condition of the Central Block and Large Warehouse (as shown categorised in red above) means that even if practical risk mitigation measures were implemented, the risk will remain high. The Council could spend over £1m and only achieve a temporary fix, thus demonstrating the need for demolition and redevelopment of these areas as a minimum.

7.5 Land and Property are working with insurance to determine if all risks on buildings were addressed and the fabric of the building could be reasonably repaired, whether insurance could be reinstated upon completion of these works.

## **8 Serve s.25 Notices to bring existing tenancies to an end in 6-12 months**

8.1 Due to the age and condition of the buildings and need to redevelop the site, in the event of a fire or another insured risk event, as there is no 3<sup>rd</sup> party building insurance in place, the Council may not be able to reinstate the current buildings should they be damaged beyond repair.

8.2 As noted above, under the existing leases the Council has an obligation to Insure and carry out repairs to the premises in the event of damaged from an insured risk. This puts the Council at risk of a claim/injunction by tenants for specific performance, whereby the Court Orders the Council to undertake works of substantial repair. The repairing obligation would likely carry over, by Court Order or otherwise, should any tenant apply for the grant of a new tenancy under the Landlord and Tenant Act 1954.

8.3 It is proposed that alongside the Phase 1 redevelopment, to reduce the Council's risk liability, the process of terminating existing tenancies where there is no 3<sup>rd</sup> party insurance is commenced. Where possible, this will be

achieved through the service of Section 25 notices on the grounds of demolition which is a statutory reason to oppose the grant of a new tenancy.

- 8.4 As schedule highlight the breakdown of compensation / potential rent retention is included in Part B of the report.
- 8.5 Notices served pursuant to section 25 of the Landlord and Tenant Act must give a minimum of six and a maximum of twelve months' notice to the tenants. Tenants have the legal right to remain in occupation for the duration of the notice period and potentially longer, should the notices be challenged by an application to court. Whilst the notice period would allow occupation certainty for tenants it also provides time for the Council to review the interim position and where appropriate negotiate contracted out or revised tenancy agreements. This will be dependent upon the implementation of risk mitigation measures, but it is expected to be broadly in accordance with the demolition/retention RAG rating categorisation outlined above.
- 8.6 If any tenant elects to challenge the section 25 Notice by way of application to Court then, by no later than the date of hearing of that application, the Council must have evidence of appropriate funding, together with proof of a firm and genuine intention to implement the demolition works for which possession of the premises is needed. The steps recommended in this report would substantially meet this evidential burden.
- 8.7 The decisions above will be made by the Head of Land and Property.

## **9. Demolition of buildings considered 'High Risk' to the Council**

- 9.1 As detailed above, when a decision is made to serve a S25 opposing the grant of a new tenancy on the basis of an intention to demolish, it is necessary for the Council to have or obtain evidence proving the intention and ability to proceed with the demolition works which make possession of any affected property necessary. Therefore, the Council would need to appoint consultants and prepare the necessary consents to carry out the demolition. The service of s. 25 notices will not prevent the Council entering into negotiations with individual tenants allowing them to remain on site via short term contracted out leases, with no repairing obligations on the Council and a requirement for the tenant to secure appropriate 3<sup>rd</sup> party insurance cover.
- 9.2 In 2024, CBRE estimated the full cost of demolition and remediation of the whole estate to be in the region of £1.5m. Land and Property have obtained an additional quote to demolish just the central block and large warehouse, which suggests that it will cost in the region of £200k (including contingencies) to demolish the buildings to slab level. However, the total quote including breakout of the slabs and turnover the site to prepare it for redevelopment totals £1.08m.
- 9.3 Procurement of this work has not commenced, but Land and Property will work closely with Procurement to appoint consultants to undertake the work

needed to serve demolition notices. The actual demolition works will be tendered separately and formal approval to appoint the selected contractor will be sought as appropriate.

## **10 Interim Position**

- 10.1 Whilst waiting for demolition notices to take effect and where applicable, for companies to vacate the properties, the Council will need to continue to self-insure the buildings. In 2022 a fire occurred within a 7,000 sq. ft unit located within the central block causing significant damage to the roof. The Council were advised that repairing the roof and interior of the premises in accordance with current regulatory standards, would cost in the region of £500k which is greater than the value of the unit.
- 10.2 It may be possible that there are certain buildings on site where discussion should take place with the occupiers to request that they seek their own insurance cover. This would further mitigate against the Council's risk and allow businesses that occupied the better buildings on site to continue trading whilst mitigating against loss of rent. This could be on medium term basis allowing for a phased approach to the redevelopment of the estate or on a long-term basis where certain units are retained alongside the redevelopment. (see section 12 for categorisation of these areas based on risk)

## **11 Replacement and Relocation of Transformer**

- 11.1 In May 2025, Electricity Northwest Limited contacted the Council to notify us that due to changes in government regulations, high voltage units registered below 50PPM and installed prior to 1988 are considered 'at risk' and not legally operatable after 2025.
- 11.2 This provides an opportunity to relocate the transformer and substation which is currently located in the middle of Area 1 / Phase 1. Initial quotes have been obtained to relocate the equipment to the edge of the estate which will cost c.£400k.
- 11.3 If the Council do not undertake this work it risks losing power to a large proportion of the estate. In doing the work, it not only addresses statutory concerns but means that the Phase 1 area design and layout is not restricted by the transformer/ substation location.

## **12 Future Phased Re-development of the Estate**

- 12.1 The buildings in Area 1 (phase 1) were demolished c.2010 which provided a cleared site ready for redevelopment. Due to the recession this site has not been developed and until recently been let as open storage.

- 12.2 The CBRE 2023 Masterplan identified that this area has the potential to provide circa 40,000sqft of new industrial accommodation. It is proposed to appoint a design team to develop the design to RIBA Stage 3 (planning stage) and update the overall masterplan for the estate.
- 12.3 The estimated cost for this work is £175k. This accommodation has the potential if delivered in the next 12-18 months to be used as relocation space for some of the existing tenants on the estate, if we can keep their existing accommodation compliant in the meantime.
- 12.4 During the design, stage officers will consider delivery models for the 1<sup>st</sup> Phase, which could include,
- Council Self Delivery
  - Development partnership with a contractor/developer
  - Site Sale
- 12.5 Final recommendations will be subject to a future Cabinet approval.
- 12.4 To support officers in the demolition and design works, external project management support will be required. This will initially be for a six-month period at an expected cost of £50k

### **13 Budget Costs**

- 13.1 To implement all actions within the report an overall capital budget of £1,417,000 required. A breakdown of this budget can be seen in part B.

### **14 Potential Solar Generation**

- 14.1 A feasibility study has been carried out to assess the business case for solar PV generation on a piece of land to the east of the trading estate and also on the two Bradley Court Units in the north east of the estate. This study indicates that these assets could be used for 3128kWp solar generation arrays that would generate enough electricity to give an IRR over 30 years of 16.2% and a simple payback of 7 years. This, solar generation along with further solar opportunities arising from the general re- development on the site will provide the means to help the trading estate become carbon neutral and to progress towards the council's 2038 carbon neutrality target
- 14.2 These proposals would be subject to a sperate approval process in due course.

---

### **15 Links with the Corporate Priorities:**

- 15.1 Redevelopment of the estate is closely linked to the Local and Enterprise principles of the Let's Do It Strategy as it provides economic growth opportunities alongside the provision of additional jobs benefiting local people. The potential for increased rent and business rates will provide additional income to the council to provide essential services that serve the community.
- 15.2 In addition, removal of dilapidated buildings and replacing them with new modern and efficient buildings not only reduces current risk but improves the appearance, functionality and efficiency of the estate. This also helps the Council meet carbon neutral targets which is a key priority to the Council.

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## 16 Equality Impact and Considerations:

- 16.1 A full equality analysis has been carried out. There are no evidenced impacts at this stage however potential impacts have been identified which will need to be explored as part of stakeholder engagement in the following stages. The EQIA will need to be updated following each stage until the activity is complete.

---

## 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](mailto:climate@bury.gov.uk) for advice) and **Biodiversity** (contact [c.m.wilkinson@bury.gov.uk](mailto:c.m.wilkinson@bury.gov.uk) for advice)*

- 17.1 The recommendations in this report do not affect carbon emissions and biodiversity, however these will be considered at the relevant stage of the redevelopment.

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## 18 Assessment and Mitigation of Risk:

| Risk / opportunity                           | Mitigation                                                                                                                                                                                                                                                                                       |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Removal of Insurance & Dilapidated Buildings | <p>Insurance reinstatement where possible</p> <p>Undertake actions highlighted in Risk Assessments to mitigate risk of fire</p> <p>Service and s.25 notice and/or negotiate occupation arrangements so tenants are responsible for insurance</p> <p>Redevelop of the estate where applicable</p> |

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## **19 Legal Implications:**

*To be completed by the Council's Monitoring Officer.*

- 19.1 The service of notices under Section 25 of the Landlord and Tenant Act 1954 refusing the right of renewal requires the current contractual term to have expired and for specific legal grounds to be cited. Notices, once served cannot be withdrawn and therefore all terms must be clear before service.
- 19.2 Under S30(1)(d) where the landlord intends to demolish or reconstruct the premises it must have firm plans, proposals and capital in place to demolish the premises, at the time of expiry of the notices without which vacant possession is unlikely.
- 19.3 The procurement of consultants, demolition contractors and design team and project manager must be carried out in accordance with the Council's Contract Procedure Rules and the Procurement Act 2023.
- 19.4 Legal advice will be provided in relation to any changes to insurance obligations within the leases.

## **20 Financial Implications:**

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

- 20.1 There is currently a very minimal budget for any repairs and maintenance within the commercial estate with anything arising being paid for from the rents collected. The amount of expenditure on repairs and maintenance is increasing due to the condition of much of the estate and, at the same time, we are not in a position to significantly raise the rents for the same reason. The risk presented by the lack of insurance is also potentially significant.
- 20.2 The estimated cost of the proposal of £1.417m will be funded from additional prudential borrowing within the capital programme, with an ongoing annual revenue cost of £120k.

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## **21 Appendices:**

*Please list any appended documents.*

Appendix A - Background information about each area of the estate

Appendix B – Area Site Plan

Appendix C – Areas of Insurance Withdrawal

Appendix D – Risk & Retention Status RAG Rating Plan

## **22 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                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| s.25 Notices | <p>A Section 25 notice, is a notice served under the Landlord and Tenant Act 1954.</p> <p>The notice is served by the landlord to a business tenant to either propose a new lease or terminate the lease. The notice period can not be for more than 12 months or less than 6 months.</p> <p>The landlord must rely on certain grounds under s.30 of the act to terminate the lease. In this instance the landlord will be relying on ground (f) - redevelopment.</p> |
| RIBA Stage 3 | <p>This is the third stage of the RIBA Plan of work in which the Royal Institute of British Architect (RIBA) sets out the stages of a construction project. Stage 3 is Spatial Co-ordination stage whereby all design work is detailed enough to obtain planning permission and tender the later stages of the project including technical design and construction.</p>                                                                                               |
| Phase 1      | <p>In this report Phase 1 refers to an area of cleared land that is ready to be brought forward for redevelopment. (see site plans)</p>                                                                                                                                                                                                                                                                                                                               |
| BFTE         | Bradley Fold Trading Estate                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| RAG Rating   | Red Amber Green Rating used to rank the risk status.                                                                                                                                                                                                                                                                                                                                                                                                                  |
| CBRE         | Commercial real estate agents who were commissioned to undertake feasibility work                                                                                                                                                                                                                                                                                                                                                                                     |



|                        |                       |
|------------------------|-----------------------|
| <b>Classification:</b> | <b>Decision Type:</b> |
| Open                   | Key                   |

|                   |                                                                           |                           |
|-------------------|---------------------------------------------------------------------------|---------------------------|
| <b>Report to:</b> | Cabinet                                                                   | <b>Date:</b> 09 July 2025 |
| <b>Subject:</b>   | Greater Manchester Joint Minerals and Waste Plan: Decision Making Process |                           |
| <b>Report of</b>  | Leader and Cabinet Member for Strategic Growth                            |                           |

### Summary

1. Greater Manchester leaders at the Association of Greater Manchester Authorities (AGMA) Executive Board meeting on 28th March 2025 agreed to the production of a statutory Greater Manchester Joint Minerals and Waste Plan (GMJMWP) for Greater Manchester. This report considers the necessary resultant steps required in relation to the decision-making process.
2. The existing Greater Manchester Minerals and Waste Plans require updating in full because they are out of date having been adopted over a decade ago. Their replacement with a single, joint minerals and waste plan will ensure efficient compliance with national planning policy.

### Recommendation(s)

3. Subject to Council approving, in principle, to the making of a joint development plan document with the other 9 Greater Manchester Councils (Bolton, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan), to cover planning for minerals and waste across Greater Manchester, Cabinet is recommended to:
  - a) Delegate to AGMA Executive Board the formulating and preparing of the joint development plan document to cover planning for minerals and waste across Greater Manchester insofar as such matters are executive functions.
  - b) Note that the following are the sole responsibility of the Council:

- i. Responsibility for giving of instructions to the Executive to reconsider the draft plan submitted by the Executive for the authority's consideration.
- ii. The amendment of the draft joint development plan document submitted by the Executive for the Council's consideration.
- iii. The approval of the joint development plan document for the purposes of submission to the Secretary of State for independent examination.
- iv. The adoption of the joint development plan document.

#### **Reasons for recommendation(s)**

4. The existing Greater Manchester Minerals and Waste Plans require updating in full because they are out of date having been adopted over a decade ago. Planning for both minerals and waste at the same time, and jointly across Greater Manchester, represents an efficient way to deliver updates to the planning policy framework. There are resource efficiencies (economy of scale) at each stage of plan preparation and will mean that up-to-date minerals and waste policies will be in place at the earliest possible time scale.

#### **Alternative options considered and rejected**

5. To produce two separate joint plans, one for waste and one for Minerals. This approach would require more resources than a single, joint plan due to duplication of work and could result in delay.
6. To produce a joint Waste Plan and incorporate minerals policies into each authority's Local Plan. Some authorities are already advanced in preparing a Local Plan and therefore cannot incorporate minerals within their plan timetable. Therefore, some GM authorities would continue to have outdated minerals policies, contrary to national policy.
7. Do not update the current plans – 'do nothing' scenario. This approach would be contrary to national policy and legislation and risks unplanned proposals coming forward.

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#### **Report Author and Contact Details:**

*Name: David Wiggins*

*Position: Service Manager: Strategic Planning and Infrastructure*

*Department: Place*

*E-mail: [d.i.wiggins@bury.gov.uk](mailto:d.i.wiggins@bury.gov.uk)*

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## Background

8. The ten Local Authorities in Greater Manchester are the waste and minerals planning authorities for their respective area. Each authority is responsible for land use planning matters for waste and minerals development. The 10 Greater Manchester authorities worked together to produce a Greater Manchester Joint Waste Development Plan Document (the Waste Plan), adopted in 2012, and a Greater Manchester Joint Minerals Development Plan Document (the Minerals Plan) which was adopted in 2013.
9. The Waste Plan and the Minerals Plan form part of the development plan for each of the 10 authorities, and planning applications for minerals and waste development are determined in accordance with these plans.
10. The Waste Plan considers all types of waste arisings, including: construction, demolition and excavation waste; commercial and industrial waste; hazardous waste; and Local Authority Collected Waste. It allocates sites and areas to provide sufficient opportunities for waste management facilities across Greater Manchester and provides a policy framework for determining planning applications for new waste management facilities.
11. In terms of household waste collected by the authorities, Wigan manages its own waste whilst GMCA manages waste collected by the other nine authorities. The sites needed to deliver household waste management strategies and individual waste management streams e.g. recovery, recycling, are identified and then safeguarded in the Waste Plan.
12. The Minerals Plan provides a guide to operators and the public about where mineral extraction may take place in future and safeguards mineral resources from other forms of development.
13. The Waste Plan and Minerals Plan are required by law to be reviewed at least once every five years, starting from the date of adoption. Such a review is focused on deciding whether plan policies remain relevant and effective in addressing local needs. Where policies are no longer considered to be relevant or effective, the plan should be updated in whole or part.
14. A review of the Waste and Minerals Plans found that there have been numerous national policy and legislative changes since their adoption, including the publication of the Greater Manchester Sustainable Consumption and Production Plan 2022-2025. The policies in the plans are no longer effective in addressing specific local issues. The review concluded that both plans should be updated in whole.
15. The AGMA Executive Board considered options on how to update the two plans and concluded that their replacement with a single, joint plan covering both minerals and waste matters offers benefits in terms of resource efficiencies (economy of scale) and will ensure that Greater Manchester can

continue to deliver housing and infrastructure and ensure that recent policy changes relating to the environment and climate change are considered.

16. Although the document will be produced collaboratively across GM, with the AGMA Executive Board (Joint Committee) responsible for formulating and preparing the joint development plan document (insofar as such matters are executive functions), the responsibility for agreeing the submission of the GMJMWP for independent examination and its ultimate Adoption, will remain the responsibility of each individual Greater Manchester Council. This will ensure the timely production of the plan, but also importantly the ability of each individual Council to retain control over the contents of the GMJMWP.

### **District Arrangements**

17. In order for the GMJMWP to be progressed in this way, each Council is requested to agree to prepare a new joint plan with the other 9 local authorities.
18. Approval from each authority is also requested to delegate the preparation of the GMJMWP as a joint plan to the AGMA Executive Board. The delegation to the AGMA Executive Board to prepare the GMJMWP (insofar as such matters are executive functions), will help to ensure timely progress in developing the GMJMWP, whilst retaining the Councils' approval at key stages.
19. Council approval by all 10 GM authorities will be required prior to the submission of the draft plan to the secretary of state for independent examination and to adopt the final plan, once it has been through the examination in public.

### **Resources**

20. Work is underway to identify the level of resource required to undertake this work and further reports will be presented to the AGMA Executive once more details are known.
21. As with previous joint plans, there are significant budgetary savings in preparing the plan jointly across GM.
22. There will be a requirement to procure external capacity for specific pieces of work, such as background evidence and supporting documents as well as a sustainability appraisal. There will also be costs associated with the consultation and examination stages.
23. Additionally, each of the ten GM local authorities will provide officer support to the small central planning team, based in the GMCA. This support will provide valuable knowledge, steering and guidance in relation to individual local authority priorities and individual site appraisal work, as well as ensuring that the leadership within the authority is kept up to date with plan progress. The local authority officer support will be required throughout the preparation of the

plan, including assistance at early scoping, public consultation and examination stages.

### **Timescale**

24. The Government is in the process of reforming the plan-making system and the GMJMWP will need to be taken forward under this new plan-making system. It is anticipated that regulations for the new plan-making system will be published in the autumn. Following publication of the regulations, a detailed timetable will be taken to a meeting of the AGMA Executive and, once approved, will need to be incorporated into each authority's Local Development Scheme (LDS).
25. Whilst it is not possible to set out a detailed plan timetable at this stage, based on recent government publications (most recently the outcome of the plan-making consultation, published in February 2025), it is anticipated that plans made under the new plan-making system will be expected to take no more 30-months from commencement to adoption and will include two mandatory/formal public consultations. It is also expected a new system of 'gateway' assessments, with Planning Inspectors, will be introduced, to ensure compliance and track progress. Plan timetables will be expected to set dates for the various "Gateway" stages, the mandatory consultation stages, submission for independent examination and the anticipated date for adoption.

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### **Links with the Corporate Priorities:**

26. This Cabinet report seeks approval to delegate responsibility for the preparation of a new Joint Minerals and Waste Plan for Greater Manchester to the AGMA Executive Board. As such, there are no direct links between the decision and the Let's Do It! Strategy.

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### **Equality Impact and Considerations:**

27. An EIA is not required at this stage as Cabinet are being asked to consider and decide on a GM joint approach. A full EIA will be required as part of the development of a GM Joint Minerals and Waste Plan in the future.

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### **Environmental Impact and Considerations:**

28. None. This decision is to delegate responsibility for the preparation of the Plan to the AGMA Executive Board. The approval of the Plan itself will be subject to further reports and any environmental impacts will be considered at that stage.

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**Assessment and Mitigation of Risk:**

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

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**Legal Implications:**

29. Local Authorities have a duty to prepare and maintain an up-to-date plan for the sustainable management of waste and minerals. These plans form part of the development plan and planning applications for waste and minerals developments are considered in accordance with them.
30. The Council may delegate authority for the preparation of the GMJMWP to the GMCA but the responsibility for agreeing the submission of the GMJMWP for independent examination and its ultimate adoption, will remain the responsibility of each individual Greater Manchester authority. Progress will therefore be reported back to each GM Council at appropriate stages and further legal considerations will be provided at each stage.

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**Financial Implications:**

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

31. There are no financial implications arising directly from the report.

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**Appendices:**

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**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                                          |
|--------|--------------------------------------------------|
| GMJMWP | Greater Manchester Joint Minerals and Waste Plan |

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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)

|                                                          |                                                                            |
|----------------------------------------------------------|----------------------------------------------------------------------------|
| <b>Name of Policy/Project/Decision</b>                   | Greater Manchester Joint Minerals and Waste Plan – Decision-Making Process |
| <b>Lead Officer (SRO or Assistant Director/Director)</b> | Cris Logue                                                                 |
| <b>Department/Team</b>                                   | Place                                                                      |
| <b>Proposed Implementation Date</b>                      | 9 July 2025                                                                |
| <b>Author of the EqIA</b>                                | David Wiggins                                                              |
| <b>Date of the EqIA</b>                                  | 27 May 2025                                                                |

|                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?</b>                                                                           |
| To delegate to AGMA Executive Board the formulating and preparing of the joint development plan document to cover planning for minerals and waste across Greater Manchester. |

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

|                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2.1 Who could the proposed policy/project/decision likely have an impact on?</b>                                                                                                                                                                                                                                                                                                                          |
| <p>Employees: <b>No</b></p> <p>Community/Residents: <b>No</b></p> <p>Third parties such as suppliers, providers and voluntary organisations: <b>No</b></p> <p>This decision is to delegate responsibility for the preparation of the Plan to the AGMA Executive Board. The approval of the Plan itself will be subject to further reports and any impacts on the above will be considered at that stage.</p> |

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:**

**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<br>Positive, Neutral, Negative |
|--------------------|-------------------|------------------------------------------------|---------------------------------------|--------------------------------------------------------------|
| Age                |                   |                                                |                                       |                                                              |
| Disability         |                   |                                                |                                       |                                                              |

|                                                   |  |  |  |  |
|---------------------------------------------------|--|--|--|--|
| <b>Gender Reassignment</b>                        |  |  |  |  |
| <b>Marriage and Civil Partnership</b>             |  |  |  |  |
| <b>Pregnancy and Maternity</b>                    |  |  |  |  |
| <b>Race</b>                                       |  |  |  |  |
| <b>Religion and Belief</b>                        |  |  |  |  |
| <b>Sex</b>                                        |  |  |  |  |
| <b>Sexual Orientation</b>                         |  |  |  |  |
| <b>Carers</b>                                     |  |  |  |  |
| <b>Care Experienced Children and Care Leavers</b> |  |  |  |  |
| <b>Socio-economically vulnerable</b>              |  |  |  |  |
| <b>Veterans</b>                                   |  |  |  |  |

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

| <b>2.5 Characteristics</b> | <b>Action</b> | <b>Action Owner</b> | <b>Completion Date</b> |
|----------------------------|---------------|---------------------|------------------------|
|                            |               |                     |                        |
|                            |               |                     |                        |
|                            |               |                     |                        |
|                            |               |                     |                        |
|                            |               |                     |                        |
|                            |               |                     |                        |
|                            |               |                     |                        |

### 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<br>= 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 /<br>No impact | 0          | 0        | 0      | 0           |

|                   |                    |                         |                            |                           |
|-------------------|--------------------|-------------------------|----------------------------|---------------------------|
| <b>Risk Level</b> | <b>No Risk = 0</b> | <b>Low Risk = 1 - 4</b> | <b>Medium Risk = 5 – 7</b> | <b>High Risk = 8 - 16</b> |
|-------------------|--------------------|-------------------------|----------------------------|---------------------------|

|                                               |  |
|-----------------------------------------------|--|
| <b>3.2 Level of risk identified</b>           |  |
| <b>3.3 Reasons for risk level calculation</b> |  |

### 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                                                                                                       |   |                           |
| 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 | 27/05/25 |          |
| Responsible Asst. Director/Director | Cris Logue    | 27/05/25 |          |
| EDI                                 |               |          |          |

## EqIA Revision Log

| 5.2 Revision Date | Revision By | Revision Details |
|-------------------|-------------|------------------|
|                   |             |                  |
|                   |             |                  |
|                   |             |                  |
|                   |             |                  |
|                   |             |                  |

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|                                |                              |
|--------------------------------|------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Key |
|--------------------------------|------------------------------|

|                   |                                                                                        |                           |
|-------------------|----------------------------------------------------------------------------------------|---------------------------|
| <b>Report to:</b> | Cabinet                                                                                | <b>Date:</b> 09 July 2025 |
| <b>Subject:</b>   | Neighbourhood Support Housing Services - Young People's Accommodation & Support Tender |                           |
| <b>Report of</b>  | Deputy Leader and Cabinet Member for Health and Wellbeing                              |                           |

## 1. Summary

- 1.1 Bury Council currently commissions Great Places to deliver the following services:
- **Young People's supported accommodation** (25 units)
  - **Teenage Parent's supported accommodation** (12 units)
  - **Resettlement / Floating Support Services:** tenancy sustainment support for young people moving from the above and statutory services into the community, including those with Complex Needs, Care Leavers, Looked after Children, Young people known to the criminal justice system, unaccompanied and separated migrant young people.
- 1.3 In November 2024, the Market Shaping and Oversight Board approved a 6-month contract extension of the above services from April 2025 to September 2025 to enable an in-depth review, consider future modelling of service provision and inform commissioning intentions in partnership with Children's Services and Housing Services.

## 2 Recommendations

- 2.1 The recommendations to Cabinet:
- Agree to the procurement of the following lots under Neighbourhood Support Housing Services:
    - i. **Lot 1 – Young People's Accommodation and Support Service (including care leavers) for age 18 to 25;** to include 40 units of accommodation comprising of self-contained units in a block(s) with shared communal space for social, educational and recreational opportunities based on the Foyer Model. (25 units immediately increasing to 40 by April 2026) with 6 to 9 months outreach support for those leaving the service and young people living independently in the community.
    - ii. **Lot 2 – Ofsted Registered Young Families Accommodation and Support Service (including care leavers) for age 16 to 25;** to include 20 units of mixed accommodation, (12 units immediately increasing to 20 by April 2026) with 6 to 9 months

specialist family outreach support for those leaving the service and young families living independently in the community.

- iii. **Lot 3 – Ofsted Registered Accommodation and Support Service (including care leavers) for age 16 to 18;** to include 9 units of mixed accommodation available from commencement of contract. With 6 to 9 months outreach support for those leaving the service.
- iv. Agree to a further 4-month extension for current contractual arrangements to 1st February 2026, to be funded from the adult social care budget. This is to allow sufficient time for procurement and mobilisation of service provision.

### 3 Reasons for recommendations

- 3.1 Current contractual arrangements with Great Places will end on 30<sup>th</sup> September 2025.
- 3.2 There has been a significant increase in the numbers of single young people and young families experiencing or at risk of homelessness, including care experienced young people, therefore supply of accommodation and support needs to increase to meet the growing challenge.
- 3.3 Joint funding arrangements are proposed to improve outcomes for young people, young parents and their children to enhance their quality of life, whilst also achieving value for money and potential cost savings to Children's Services by reducing the use of unregulated, out of borough placements, and spot purchase arrangements. The current cost of spot purchase arrangements ranges from £850 to £5625 per week, this highlights the opportunity this commission will provide by investing to save in the longer term.
- 3.4 We need to ensure that commissioned services:
  - Are aligned to the Care Leaver Covenant demonstrating Bury Council's commitment to supporting care experienced young people and ensuring we provide them with quality accommodation and support services in Borough, keeping them close to their connections and community.
  - Provide accommodation and support that enables young people to develop the skills needed to live healthy, independent lives in our communities.
  - Are aligned to delivering the objectives set out in '**Bury's Housing Strategy**':
    - Support that enables people to live well in the community.
    - Eliminate rough sleeping by 2025
  - Contribute to helping us achieve our aspiration in the '**Let's Do It Strategy**' that '**all children and young people in Bury reach their potential, are happy, healthy and safe and are therefore able to make the best use of their skills to lead independent and successful lives**'.

- Delivers the Core Outcomes:
  - Improved quality of life.
  - Improved early years development
  - Improved educational attainment
  - Improved adult skill levels and employability
  - Inclusive economic growth

#### **4. Alternative options considered and rejected**

- 4.1 The current contract for young people's accommodation and support services end on 30<sup>th</sup> September 2025. Procurement rules only allow for a further extension to contractual arrangements, if we can demonstrate a clear intention to procure.
- 4.2 If new services are not commissioned, we will have unmet housing and support need, therefore, this provides an opportunity to review the current service provision, support modelling and funding arrangements.

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#### **Report Author and Contact Details:**

*Name: Victoria Crookes*  
*Position: Commissioning Manager*  
*Department: Community Commissioning Division*  
*E-mail: [V.Crookes@bury.gov.uk](mailto:V.Crookes@bury.gov.uk)*

*Name: Ahmed Ajmi*  
*Position: Strategic Lead for Commissioning*  
*Department: Community Commissioning Division*  
*E-mail: [A.Ajmi@bury.gov.uk](mailto:A.Ajmi@bury.gov.uk)*

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#### **5. Background**

- 5.1 The Community Commissioning Division commissioned a range of Neighbourhood Support Housing Services in 2018/19 to reduce and prevent homelessness and sustain future tenancies. Neighbourhood Support for Young People was awarded to Great Places to deliver from 1<sup>st</sup> April 2020 for 3 years with the option to extend annually for a further 2 years.
- 5.2 The provision for Lot 4 was extended by 6 months to 30<sup>th</sup> September 2025 to allow for an in-depth review to determine future commissioning intentions.
- 5.3 Accommodation and support services are vital for young people experiencing or at risk of homelessness, especially care leavers where the authority has corporate parenting responsibilities. To ensure careful consideration of the needs of young people a partnership approach was agreed and a project group set up to oversee the review and tender process. The group includes membership from Adult Social Care, Children Services and Bury Housing Services.

- 5.4 A full review has been completed and recommendations on the next steps have been developed.

## 6. Review Methodology

- 6.1 To ensure a robust review and inform recommendations, a range of exercises have been carried out. This included a:
- desktop analysis of data relating to young people and young families.
  - research / benchmarking exercise related to youth homelessness.
  - consultation exercise using surveys and semi structured face-to-face discussions with current customers at all services.
  - Soft Market Testing / Stakeholder Event.

## 7. Findings

- 7.1 **Key findings from Data Analysis:**
- 7.2 Data was reviewed to consider the number of young people and young families accessing Bury Council Homelessness and Housing Advice Service and the current commissioned services. This data is shown below:

### **Bury Council Homelessness & Housing Advice Service – Data from Jan 24 - Jan 25 for Young People:**

| Category                             | Total Number Age 16-24 | Total Number of Care Leavers Age 16-24 |
|--------------------------------------|------------------------|----------------------------------------|
| Accessed Homeless and Advice Service | 958                    | 38                                     |
| Already Homeless                     | 183                    | 9                                      |
| Received Advice Only                 | 305                    | 3                                      |
| Prevention Duty Owed                 | 154                    | 6                                      |
| Valid Section 21 Notice              | 22                     | 0                                      |

### **Current Accommodation & Support Service Provision (25 units) – Data from March 2024 - March 2025 for Young People:**

| In the last 12 months at Castlecroft House and Peel Lodge: | Total Number |
|------------------------------------------------------------|--------------|
| Young People on the Waiting List                           | 97           |
| Young People Moved Into Service                            | 15           |
| Young People Moved Out of Service                          | 16           |
| Incidents Reported                                         | 10           |
| Safeguarding Concerns Reported                             | 12           |

- 7.3 The data highlights demand is exceeding supply of supported accommodation for young people causing extensive unmet need and increased risk that young people will remain homeless or be unable to sustain future tenancies without support to develop skills.
- 7.4 The number of incidents and safeguarding concerns is considered reasonable over a twelve-month period at a scheme for 25 young people. The nature of these incidents and safeguarding concerns are important as they inform what types is needed; most incidents related to anti-social behaviour, and most safeguarding alerts related to mental health concerns.
- 7.5 The number of Care Leavers 18+ that accessed the above services during the period considered was **5**.

**Bury Council Homelessness & Housing Advice Service – Data from Jan 24 - Jan 25 for Young Families:**

| Group                                                    | Adjusted Number of Individuals | Number of Children | Number Pregnant | Care Leavers |
|----------------------------------------------------------|--------------------------------|--------------------|-----------------|--------------|
| Single young women (16-24) - pregnant, no other children | 35                             | 0                  | 71              | 36           |
| Single young women (16-24) - with children               | 115                            | 144                | 6               | 4            |
| Couples (16-24) - with children                          | 77                             | 56                 | 4               | 0            |

**Current Accommodation & Support Service Provision (12 Units) – Data from March 2024 - March 2025 for Young Families:**

| In the last 12 months at Ellen Court                                                | Number |
|-------------------------------------------------------------------------------------|--------|
| Young mothers on the waiting list                                                   | 15     |
| Young mothers moved into the service                                                | 4      |
| Young mothers moved out of the service                                              | 4      |
| Incidents relating to visitors, anti-social behaviour and domestic harm             | 12     |
| Safeguarding concerns relating to child protection, mental health and domestic harm | 11     |

- 7.6 In the 12-month period considered, as total of **38** young people (**3 Care Leavers**) received support from the floating support / resettlement service who had either moved on from Castlecroft or Ellen Court or were living independently in the community and had adult social care needs.
- 7.7 The data highlights demand exceeds current supply, causing unmet need and increasing the risk for families being placed in temporary hotel accommodation. This is concerning as homelessness has a negative impact on families in many ways, especially for children, potentially impacting their health, social and emotional development.

- 7.8 It is accepted that not all young parents and families will want or need supported accommodation, however a proportion would benefit from this model of housing to develop independent living skills.
- 7.9 Others may need / want to live independently in the community with floating support, as such we must consider whether a specialist family outreach support service is needed for young families.
- 7.10 Consideration must be given to the nature of incidents and safeguarding alerts at the scheme as this indicates the type of specialist support some families may need to stay safe, in particular, domestic abuse, child protection, anti-social behaviour and mental health.
- 7.11 **Equalities Data**
- 7.12 Analysis of equalities data identified significant gaps across housing in recording protected characteristics.
- 7.13 It is recommended that equalities awareness training for housing services, referring teams and those delivering services would help address concerns around trust and disclosure.
- 7.14 **Key findings from research**
- 7.15 Several schemes were benchmarked across Bolton, Burnley and Warrington. The following good practice was highlighted and shared with stakeholders for consideration:
- Accommodation and support for young people from age 16 to 25 years (Ofsted registered)
  - Mixed housing portfolio (shared/dispersed/remodelled)
  - Excellent facilities and design features
  - Funding arrangements included both Adult's and Children's Social Care.
  - Panel approach to allocations and move on
  - Tenancy arrangements that require active engagement
  - Excellent relationships with universities offering placements
  - Innovative approaches that empowered young people
- 7.16 **Bury Care Leavers Housing Needs Assessment & Housing Plan 2025 - Key findings**
- The Joint Housing Protocol between Children's Services, Adult Services and Housing Services is the agreed approach to discharge statutory duties
  - Projected over the next five years, the number of care leavers in Bury is estimated to be c.338 by 2029/2030
  - Semi-independent supported accommodation and supported lodgings is the second most prevalent accommodation setting
  - Need to increase supported accommodation for 16-17 children in care who will become care leavers *and* increased provision of supported housing for care leavers post-18 years,

- Need to secure sufficiency of c.46 places for 16- and 17-year-old children in care in Ofsted regulated supported accommodation by 2029/30.
- Secure sufficiency of c.25 places for 18+ care leavers in supported housing by 2029/30.
- Strong indications for the development of a 'Foyer' model in Bury

## 7.17 Consultation

### 7.18 Consultation with customers at the current single young people services:

- 100% said having staff available to them when needed was very important  
*"Having someone to check on us works well, it's nice to be asked how you are and have a weekly meeting in private"*
- 100% said receiving resettlement support, from the same staff team, helped them to keep their tenancy  
*"My experience with the service was impeccable, I've been able to help other friends into similar services with the skills I learned"*
- 90% said having their own kitchen, bathroom and private living room space along with safety and security at the scheme is very important to them  
*"It is important that the same staff support you after moving from the scheme as you have built up trust with them"*
- 70% said help to access training, education, employment and voluntary opportunities is important to them along with space for socialising, study, leisure and sport
- 70% said help to access mental health support services is important to them  
*"Support from trained staff during the night is important to me as I can't sleep at night and my mind runs away with me I struggle to switch off, engaging in activities helps takes my mind of it"*

### 7.19 Consultation with customers at the current young families service:

- 100% said the service should be called Young Families or Young Parents Service (not 'teenage')
- 100% said the service should not be for females only  
*"You should have the choice if you want to live with the father of your children to receive their help and support"*
- 100% said help & support from the same staff should be available after they have left the service if needed
- 90% said the service should have a block of flats **and** separate properties where staff visit
- 90% said help with budgeting, paying bills, registering & bidding for properties, and moving on are very important  
*"Definitely need help registering and bidding and understanding the process"*
- 85% said help with accessing training, education, employment and voluntary opportunities are very important, including on-site training opportunities

*"Access to childcare so that we can go out and do opportunities like training or work"*

- 80% said the facilities should offer a creche / playroom / nursery with outdoor space

*"Things for everyone to get involved in with our children, I want the children to play with other children"*

- 75% said the service should have support staff and security at night and over the weekend

*"Security walk rounds and a point of contact in office in case you need it"*

## **7.20 Soft market testing / stakeholders**

7.21 A total of 32 providers and stakeholders attended a soft market testing event. Highlights from our review were shared and the following key themes from discussions were recorded:

### **Young Families:**

- Service Provision should be inclusive for young mothers, fathers, and families.
- Services should aim to keep families together, where safe to do so.
- Support offer should focus on parenting skills, bonding / attachment, budgeting, healthy eating, safe relationships, education and training.
- Onsite facilities should offer a creche / nursery, outside play space, toddler groups, communal areas, and education space.
- 24/7 staffing with trained night staff for safety and support.

### **Care Leavers:**

- Consensus that care leavers (18+) should be integrated with all young people to avoid segregation, stigma and isolation.
- Care leavers with 'complex needs' may benefit from a smaller Ofsted-registered scheme (3 / 4 units), but balance is key.

### **16- to 17-year-olds:**

- This cohort have distinct needs and require separate services due to safeguarding, vulnerabilities and developmental differences.
- Smaller scheme needed that is Ofsted-registered for legal compliance.
- Emergency provision / bed spaces needed offering assessment, with a focus on mediation, mental health, crisis / family support.

### **Allocations and Prevention:**

- Multi-Agency Panel approach to allocations and move-on needed
- Prevent Homelessness, offer early intervention / mediation / crisis support / emergency bed spaces to support a return to the family where safe to do so.

### **Accommodation Models:**

- Foyer Model should be offered for young people not tenancy-ready
- Need a mixed offer including shared accommodation with self-contained units, and dispersed property models to meet varying levels of need.

### **Support Offer:**



- Holistic support needed that is trauma-informed, person led and tailored to individual needs. One-size-fits-all approach is ineffective.
- Prioritise mental health support before practical skill development.
- In-Reach & Hub Models: External agencies and professionals should provide wraparound support / services on-site.

#### **Mental Health:**

- Multi-disciplinary approach to deliver onsite support and services.
- Partnerships with Universities and Colleges offering student placements and clinical sessions for added value.
- Developing independent skills only works when emotional needs are addressed.

#### **Equality, Diversity, and Inclusion:**

- Ensure all services are inclusive
- Equality training for all staff should be of high quality and co-produced

#### **Move-On Support:**

- Realistic move-on pathways / flexible timelines
- Increase capacity of social housing and utilisation of allocation policy
- Better utility of the private rented sector and access for young people

#### **Floating Support:**

- Essential for successful transitions to independent living; should be mandatory on exit from all supported accommodation.

#### **Commissioning and Strategic Considerations:**

- Longer contracts to support transformation, provider stability, and protect funding (suggested: 5–10 years with inflation).
- Joint Commissioning arrangements needed between adult's and children's services.

## **8. Conclusions**

### **8.1 The review has identified the:**

- Need to identify new opportunities with developers and Registered Housing Providers to develop housing options for young people and young families.
- Importance of mixed provision to meet needs of different groups.

### **8.2 Our new Young People's Accommodation and Support offer must:**

- Reduce homelessness among young people offering stable settled safe accommodation
- Support young people to access education, training, employment / voluntary work
- Improve health outcomes, in particular mental health and access to appropriate services
- Improve social opportunities, community connection, purpose and belonging

- Support young people to move on and successfully sustain tenancies in the community
- Promote equality & inclusion for all young people, celebrate diversity and offer safe space
- Keep young families together, promote healthy and safe relationships and improve outcomes for children and young parents
- Provide trauma informed environments and approaches to build confidence and trust
- Adopt a system wide joined up approach to partnership working with all stakeholders working collaboratively with young people

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### **Links with the Corporate Priorities:**

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

9. This commission further contributes to helping us achieve our aspiration in the 'Let's Do It Strategy' that is detailed below

#### **Local**

- Local housing options for young people to keep close to family and social networks
- all children and young people in Bury reach their potential, are happy, healthy and safe and are therefore able to make the best use of their skills to lead independent and successful lives'
- Developing and regenerating the unique townships where people young people live
- Prevent the need for young people to have to move out of the borough to have their needs met.
- Bring Bury young people back in borough if its right for them for their health, wellbeing and independence.
- Work with local developer's and providers who know the local area.

#### **Enterprise**

- Encouraging enterprise to drive inclusive economic growth through for developers and Registered Housing Providers to invest in Bury.
- Enterprising innovation and creative solutions to current housing issues for young people.
- Innovate and model new solutions and future developments for young people in a difficult housing market

#### **Together**

- Working together to design quality, fit for purpose homes for young people that are inclusive.
- Working together with service users, their carers and families to shape accommodation options and design.
- Working together to ensure inclusivity throughout the housing agenda.

#### **Strengths**

- Taking a strengths-based approach to recognise the assets and strengths of communities and young people.
- Recognising the strengths of young people enabling their independence, choice, and control for their current and future housing.

The commission will also support the delivery of the following 'Core Outcomes' for young people in Bury:

- i. Improved quality of life.
- ii. Improved early years development
- iii. Improved educational attainment
- iv. Improved adult skill levels and employability
- v. Inclusive economic growth

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### Equality Impact and Considerations:

A full equality analysis has been carried out. Potential impacts have been identified for some characteristics and circumstances all of which have been mitigated meaning all impacts are neutral for this activity.

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### 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](mailto:climate@bury.gov.uk) for advice) and **Biodiversity** (contact [c.m.wilkinson@bury.gov.uk](mailto:c.m.wilkinson@bury.gov.uk) for advice)*

An environmental impact assessment has not been undertaken for the scheme, as there are no implications or carbon impact of this decision.

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### Assessment and Mitigation of Risk:

| Risk / opportunity                                                                                                                                                                      | Mitigation                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increase of demand of people who having housing/homelessness problems accessing the service and have complex needs (mental health, offending histories, and substance misuse problems). | Additional pathways are being developed to support specific interventions for residents. This includes residents with mental health problems, those struggling with addictions and those that require support to break negative cycles of behaviour. |
| Lack of available move on properties for young people who are tenancy ready which may risk blockages for young people needing supported accommodation.                                  | Work closely with Bury housing Services and develop strong relationships and have regular communication. This includes developing bespoke solutions for young people in the Private Rented Sector                                                    |

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**Legal Implications:**

10. The procurement of the Lots under Neighbourhood Support Housing Services are compliant with the Council's contract Procedure Rules and the Procurement Act 2023.

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**Financial Implications:**

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

13. The financial implications are in line with the approved 2025/26 budget.

**Appendices:**

*Please list any appended documents.*

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**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

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)

|                                                          |                                                                                        |
|----------------------------------------------------------|----------------------------------------------------------------------------------------|
| <b>Name of Policy/Project/Decision</b>                   | Neighbourhood Support Housing Services - Young People's Accommodation & Support Tender |
| <b>Lead Officer (SRO or Assistant Director/Director)</b> | Adrian Crook (Director of Adult Social Services and Community Commissioning)           |
| <b>Department/Team</b>                                   | Health and Social Care                                                                 |
| <b>Proposed Implementation Date</b>                      | 2 <sup>nd</sup> February 2026                                                          |
| <b>Author of the EqlA</b>                                | Ahmed Ajmi- Integrated Strategic Lead                                                  |
| <b>Date of the EqlA</b>                                  | 20 <sup>th</sup> June 2025                                                             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>This purpose of the report is to procure a housing support provider to deliver independent living skills to young people and young families. This would be under the following lots:</p> <p><b>Lot 1 – Young People's Accommodation and Support Service (including care leavers) for age 18 to 25;</b> to include 40 units of accommodation comprising of self-contained units in a block(s) with shared communal space for social, educational and recreational opportunities based on the Foyer Model. (25 units immediately increasing to 40 by April 2026) with 6 to 9 months outreach support for those leaving the service and young people living independently in the community.</p> <p><b>Lot 2 – Ofsted Registered Young Families Accommodation and Support Service (including care leavers) for age 16 to 25;</b> to include 20 units of mixed accommodation, (12 units immediately increasing to 20 by April 2026) with 6 to 9</p> |

months specialist family outreach support for those leaving the service and young families living independently in the community.

**Lot 3 – Ofsted Registered Accommodation and Support Service (including care leavers) for age 16 to 18**; to include 9 units of mixed accommodation available from commencement of contract. With 6 to 9 months outreach support for those leaving the service.

## 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**

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:

The Community commissioning Division engaged in a number of engagement and consultation events to prepare for this tender.

This included a Soft Market event on the 30<sup>th</sup> April 2025.

Attached are the slides that were presented to stakeholders and notes from the event.



YP Soft Market Event 30.4.2025.pptx    YP Soft Market Event - Key Themes FINAL.d

The division has also consulted with the Albert Kennedy Trust. Recommendations from our consultation with Albert Kennedy Trust; Pride Trust, young people from the LGBTQ+ community and research in this report: <https://www.akt.org.uk/lgbt-youth-homelessness-research-report-2025-theres-no-place-like-home/>

- All schemes should be inclusive with safe environments, celebrating diversity and difference
- LGBTQ+ champions (staff and tenants) in supported accommodation schemes
- All staff in services should have face to face co-produced equalities training, not just E-Learning
- Schemes should promote peer led awareness training for tenants
- Services should recruit people from this community with lived experience
- Data Collection at the front door in homelessness services and Providers needs updating to be inclusive, it is outdated and does not include all identities, the affect is that people from this community feel unrecognised and there are no drop down choices for them to identify as, the risk is that they then choose not share equalities information so we cannot then ensure we, and the services we commission meet their needs. Below is a link to the AKT referral form which has a drop down lists for sexuality and identity with the recommended options that should be given:  
[https://www.tfaforms.com/4681214?\\_gl=1\\*1tjt882\\*\\_ga\\*MTlyNDQwNjgyLjE2ODUwMDY5NTc.\\*\\_ga\\_47JL5CF6Z4\\*MTY5MjE4NzE3My4xNy4xLjE2OTIxODcxNzguMC4wLjA.](https://www.tfaforms.com/4681214?_gl=1*1tjt882*_ga*MTlyNDQwNjgyLjE2ODUwMDY5NTc.*_ga_47JL5CF6Z4*MTY5MjE4NzE3My4xNy4xLjE2OTIxODcxNzguMC4wLjA.)

There were several opportunities from existing schemes to also contribute towards the tender with surveys and also one to one visits.

Attached are the letters and online survey links to facilitate the activities at Castlecroft.



Letter to floating  
support and resettlers



Letter to floating  
support and resettlers

**Similar engagement and consultation took place at Ellen Court, which is a provision for Teenage Parents. Attached is a poster for face to face consultation and opportunity to engage online:**



Letter to tenants at Ellen Court Survey  
Ellen Court Nov 2024 Poster Nov 2024.pdf

## Data:

Data was reviewed to consider the number of young people and young families accessing Bury Council Homelessness and Housing Advice Service and the current commissioned services.

## Key highlight points were:

- demand is exceeding supply of supported accommodation for young people causing extensive unmet need and increased risk that young people will remain homeless or be unable to sustain future tenancies without support to develop skills.
- The number of incidents and safeguarding concerns is considered reasonable over a twelve-month period at a scheme for 25 young people. The nature of these incidents and safeguarding concerns are important as they inform what types is needed; most incidents related to anti-social behaviour, and most safeguarding alerts related to mental health concerns.
- The number of Care Leavers 18+ that accessed the above services during the period considered was 5.
- demand exceeds current supply, causing unmet need and increasing the risk for families being placed in temporary hotel accommodation. This is concerning as homelessness has a negative impact on families in many ways, especially for children, potentially impacting their health, social and emotional development.
- It is accepted that not all young parents and families will want or need supported accommodation, however a proportion would benefit from this model of housing to develop independent living skills.
- Others may need / want to live independently in the community with floating support, as such we must consider whether a specialist family outreach support service is needed for young families.
- Consideration must be given to the nature of incidents and safeguarding alerts at the scheme as this indicates the type of specialist support some families may need to stay safe, in particular, domestic abuse, child protection, anti-social behaviour and mental health.



**Information/consultation:**

The plans to procure alternative provision to hotel and bed and breakfast provision has been consulted with Children Services, Housing services across the borough, including the local authority.

Plans have been discussed with the senior leadership of the authority, finance colleagues and the Community Commissioning Division. The overwhelming view is that supply of housing needs to be increased for young people and young families- with stronger support to develop independent living skills.

The current young parents service is female only and following consultation and consideration of data we will be commissioning a young families service that is inclusive of for young mothers, young father, couples and parents from the LGBTQ+ community.

It is clear from the information and consultation activities that the new offer for young people must:

- Reduce homelessness among young people offering stable settled safe accommodation
- Support young people to access education, training, employment / voluntary work
- Improve health outcomes, in particular mental health and access to appropriate services
- Improve social opportunities, community connection, purpose and belonging
- Support young people to move on and successfully sustain tenancies in the community
- Promote equality & inclusion for all young people, celebrate diversity and offer safe space
- Keep young families together, promote healthy and safe relationships and improve outcomes for children and young parents
- Provide trauma informed environments and approaches to build confidence and trust
- Adopt a system wide joined up approach to partnership working with all stakeholders working collaboratively with young people

**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<br>Positive, Neutral, Negative |
|--------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <b>Age</b>         | People over the age of 25 will not be able to access the provision.                      | Homelessness impacts all ages and the immediate need is to provide housing options for all people in the borough.                                                  | People over the age of 25 have other housing options in the borough, which includes supported accommodation. This includes provision under Neighbourhood Housing Support Services. | Neutral                                                      |
| <b>Disability</b>  | Accommodations may not be suitable/require adaptations for people with some disabilities | There are people that may have physical disabilities who have not been able to access supported housing. This is especially for people that need wheelchair access | The commission will encourage there to be accommodation provision for people with additional mobility needs. The Community                                                         | Neutral                                                      |

|                                       |                                                                                                         |                                                     |                                                                                                                                                            |  |
|---------------------------------------|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                                       |                                                                                                         | provision or other adaptations in their properties. | Commissioning Division will continue to liaise with the Registered Housing Provider to ensure that there is accessible rooms for people with disabilities. |  |
| <b>Gender Reassignment</b>            | It is unlikely there would be any disproportionate impact relating to gender reassignment.              |                                                     |                                                                                                                                                            |  |
| <b>Marriage and Civil Partnership</b> | It is unlikely there would be any disproportionate impact in relation to marriage or civil partnership. |                                                     |                                                                                                                                                            |  |
| <b>Pregnancy and Maternity</b>        | It is unlikely there would be any disproportionate impact in relation to pregnancy and maternity.       |                                                     |                                                                                                                                                            |  |

|                            |                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                        |          |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <b>Race</b>                | People whose first language is not English may experience barriers in communication when accessing and using services                                                                                                  | People that have different languages and backgrounds do access accommodation. Over the past two years, there has been an increase in the number of people from the Asylum and Refugee community that have needed support to utilise community assets and technology to address language barriers. This has included support to access ESOL classes. | The providers will need to make available information to people in different languages, using different formats. Also there is a requirement for them to have an inclusive workforce to reflect the diversity of Bury. | Neutral. |
| <b>Religion and Belief</b> | It is unlikely there would be any disproportionate impact relating to religion and belief. It is expected that the service provides a personalised service to all the people it supports, so would take account of any |                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                        |          |

|                           |                                                                                                                                                                                                                                                   |  |                                                                                                                                                                          |         |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|                           | support needs relating to religion or belief.                                                                                                                                                                                                     |  |                                                                                                                                                                          |         |
| <b>Sex</b>                | Women escaping from domestic violence or sexual violence may need gender specific shared accommodations                                                                                                                                           |  | If there are victims of domestic abuse where this provision is not suitable, there is a specific service that the Council commissions which victims will be referred to. | Neutral |
| <b>Sexual Orientation</b> | It is unlikely there would be any disproportionate impact in relation to sexual orientation. It is expected the commissioned service provide a service to all of the people it supports and has due regard to an individual's sexual orientation. |  |                                                                                                                                                                          |         |
| <b>Carers</b>             | It is unlikely there would be                                                                                                                                                                                                                     |  |                                                                                                                                                                          |         |

|                                               |                                                                                                                                                                                         |                                                                                                          |                                                                                                                                                                                                         |         |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|                                               | any disproportionate impact in relation to sexual orientation. It is expected the commissioned service provide a service to all of the people it supports and has due regard for carers |                                                                                                          |                                                                                                                                                                                                         |         |
| <b>Looked After Children and Care Leavers</b> | Possible gap in service provision for care leavers turning 18 if living independently from age 16                                                                                       | There is a recognition that there are care leavers that struggle with accessing supported accommodation. | The tender will be seeking provider(s) that are Ofsted Registered to comply with the Supported Accommodation (England) Regulations 2023 to ensure the needs of 16 -17 year old care leavers can be met. | Neutral |
| <b>Socio-economically vulnerable</b>          | It is unlikely there would be any disproportionate impact in relation to socio-economic                                                                                                 |                                                                                                          |                                                                                                                                                                                                         |         |

|                 |                                                                                                                     |  |  |  |
|-----------------|---------------------------------------------------------------------------------------------------------------------|--|--|--|
|                 | reasons, as this commission and provision is defined for this group.                                                |  |  |  |
| <b>Veterans</b> | It is unlikely there would be any disproportionate impact in relation to Armed Forces personnel including veterans. |  |  |  |

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

| 2.5 Characteristics | Action | Action Owner | Completion Date |
|---------------------|--------|--------------|-----------------|
|                     |        |              |                 |
|                     |        |              |                 |
|                     |        |              |                 |
|                     |        |              |                 |
|                     |        |              |                 |
|                     |        |              |                 |
|                     |        |              |                 |

**Section 3 - Impact Risk**

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

3.1 Identifying risk level (Pages 10 - 12 of the guidance document)

| Impact x<br>Likelihood =<br>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           |

|                   |                    |                         |                            |                           |
|-------------------|--------------------|-------------------------|----------------------------|---------------------------|
| <b>Risk Level</b> | <b>No Risk = 0</b> | <b>Low Risk = 1 - 4</b> | <b>Medium Risk = 5 – 7</b> | <b>High Risk = 8 - 16</b> |
|-------------------|--------------------|-------------------------|----------------------------|---------------------------|

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3.2 Level of risk identified</b>           | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>3.3 Reasons for risk level calculation</b> | <p>Low risk – no negative or high risks have been identified.</p> <p>There are no perceived negative impacts, only positive and neutral impacts, to the protected characteristics of the Equality Act 2010 and to the socioeconomically disadvantaged of in the new commission.</p> <p>Feedback will be sought from residents to ensure continuous service improvement through comprehensive feedback of the services commissioned.</p> <p>The providers will be reviewed by the Community Commissioning Division to ensure it is working well. Quantitative and qualitative data will be analysed regarding service delivery and the ages, tenure and ethnicity of applicants. This data can then be used to review the success of the commission and review who are benefiting from it the most and to ensure service equity</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 |                           |
| 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    | Ahmed Ajmi | 30/12/2024 |                                                                                                                                                                                    |
| Responsible Asst. Director/Director |            |            |                                                                                                                                                                                    |
| EDI                                 | Lee Cawley | 23/06/2025 | QA Complete. Potential impacts have been identified for some characteristics and circumstances all of which have been mitigated meaning all impacts are neutral for this activity. |

#### EqlA Revision Log

| 5.2 Revision Date | Revision By | Revision Details |
|-------------------|-------------|------------------|
|                   |             |                  |
|                   |             |                  |
|                   |             |                  |
|                   |             |                  |
|                   |             |                  |





|                        |                       |
|------------------------|-----------------------|
| <b>Classification:</b> | <b>Decision Type:</b> |
| Open                   | Key                   |

|                   |                                                               |                           |
|-------------------|---------------------------------------------------------------|---------------------------|
| <b>Report to:</b> | Cabinet                                                       | <b>Date:</b> 09 July 2025 |
| <b>Subject:</b>   | The Greater Manchester Local Nature Recovery Strategy         |                           |
| <b>Report of</b>  | Cabinet Member for Environment, Climate Change and Operations |                           |

### Summary

1. Nature and biodiversity are in decline across England. Locally, and in recognition of this, the GMCA declared a biodiversity emergency in March 2022. The extent of this decline is set out in the “State of Nature in Greater Manchester” report, published in March 2024.
2. Nationally, the government introduced legislation under the Environment Act 2021 to put in place measures to support the reversal of this decline. This includes a new mandatory requirement for local areas in England to establish Local Nature Recovery Strategies (LNRS). These are spatial strategies aimed at bringing public, private and voluntary sectors to work more effectively together for nature’s recovery and enable collective effort to be focused where it will have the most benefit.
3. The Mayor of GM has been appointed as “responsible authority” for the preparation of a LNRS for GM. The footprint for this covers the combined areas of Greater Manchester and will involve a wide range of partners and stakeholders in helping to agree priorities for nature’s recovery, investment and action over the next 10 years.
4. This report explains the mandatory requirement to establish a LNRS; sets out the findings from the public consultation on the draft version; and summarises the content of the final version.

### Recommendation(s)

5. That Members Agree that they are content for the Local Nature Recovery Strategy to be published and authorise the Executive Director of Place to confirm the same in writing to the GMCA and the Mayor as the responsible authority for the GM Local Nature Recovery Strategy.

### Reasons for recommendation(s)

6. The Natural Environment and Rural Communities Act 2006, as amended by the Environment Act 2021, requires responsible authorities to develop Local Nature Recovery Strategies to identify opportunities and priorities for nature recovery, develop an action plan and map areas where funding and efforts to work together to help nature should be targeted. The GM Local Nature Recovery Strategy will fulfil this obligation. As a supporting authority, Bury Council is obliged to support the production of the LNRS.

#### **Alternative options considered and rejected**

7. Not to agree with or raise an objection to the final GM Local Nature Recovery Strategy. This option has been rejected because, whilst Bury is not the 'responsible authority', legislation requires that responsible authorities involve all 'supporting authorities' (such as Bury Council) in the preparation process so that key users are able to shape content. Bury has been involved in the preparation of the strategy, the strategy is considered to be justified and there are no valid reasons to object. Additionally, Bury Council still has a key role to play in delivering the Local Nature Recovery Strategy and it will inform the roll out of Biodiversity Net Gain and provide important evidence to inform the emerging Local Plan.

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#### **Report Author and Contact Details:**

*Name: David Wiggins*

*Position: Service Manager, Strategic Planning and Infrastructure*

*Department: Place*

*E-mail: d.i.wiggins@bury.gov.uk*

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#### **Background**

8. The Environment Act 2021 introduced a requirement for Local Nature Recovery Strategies (LNRS) to cover the whole of England, to identify opportunities and priorities for nature recovery, develop an action plan and map areas where funding and efforts to work together to help nature should be targeted. The Environment Act also includes a strengthened biodiversity duty on public bodies to conserve and enhance biodiversity, to "have regard" to relevant Local Nature Recovery Strategies.
9. There are 48 strategy areas across England, including one for Greater Manchester. The Greater Manchester Combined Authority (GMCA) has been responsible for developing the Local Nature Recovery Strategy (LNRS) for the city-region, including Bury.

10. GMCA (on behalf of the Mayor) has been working in consultation with the ten local authorities and stakeholders across the city-region over the past 18 months to develop the Greater Manchester LNRS.

#### **Consultation on the draft Greater Manchester LNRS**

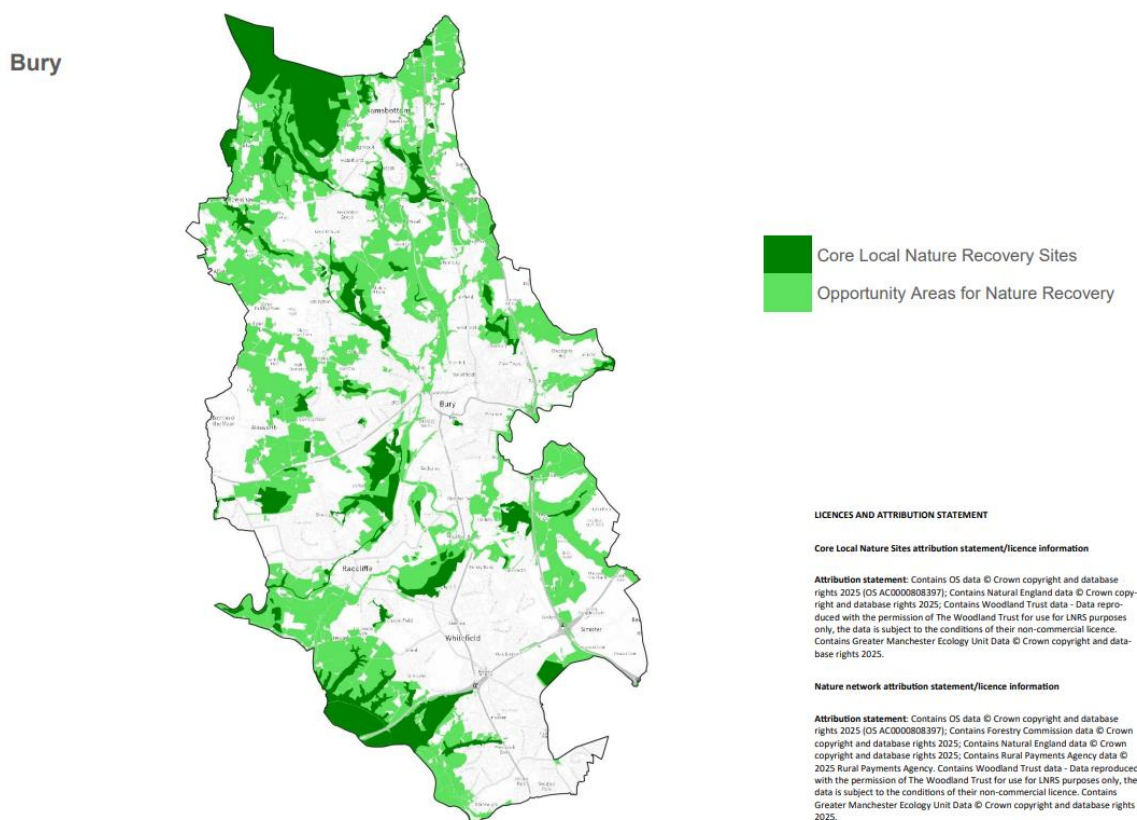
11. In preparing the strategy, to meet the requirements of the Environment Act 2021, underpinning regulations and statutory guidance, and to adapt this to what's needed locally, the GMCA produced a draft for public consultation in October 2024. This draft then underwent public consultation from 15 November 2024 – 31 January 2025 which included a drop-in session at the Millgate Shopping Centre on 8 January 2025. There were just over 400 responses to the public consultation.
12. There was broad support for the vision, aims and priorities set out in the strategy and no significant disagreement with key components of the draft strategy emerged during the consultation. GMCA has assessed the feedback received through the public consultation and will publish the full response to the public consultation alongside the final strategy.

#### **The final Greater Manchester Local Nature Recovery Strategy (LNRS)**

13. The Greater Manchester Local Nature Recovery Strategy sets out our vision for a greener Greater Manchester, where space for nature to flourish is grown and enhanced, more people can access and enjoy the natural environment, and the many benefits nature brings are increased for everyone – from supporting mental and physical wellbeing to creating leisure space and supporting biodiversity.
14. The strategy is aimed at encouraging all organisations, communities and residents to take action to support nature's recovery. It will be of particular importance for landowners and, once adopted, will incentivise investment through Biodiversity Net Gain and environmental land management schemes.
15. The strategy covers the following:
  - A shared vision for nature recovery in Greater Manchester.
  - Shared priorities and targets for nature recovery.
  - Actions to help deliver the Strategy.
  - Maps of a Nature Network, including:
    - **Core local nature sites** - existing valuable areas for nature such as Sites of Special Scientific Interest (SSSIs), Sites of Biological Importance (SBIs) and Local Wildlife Sites.
    - **Nature Recovery Opportunity Areas** – potential opportunity areas for improving species movement and the linking up of core areas. These areas are not designated or protected, nor are they barriers to development. Development within these opportunity areas

(or where it could have an impact on these areas) should seek to support and deliver on the priorities set out for these areas and help to work towards the wider ambitions of the Nature Network alongside other ambitions.

16. The core local nature sites and the Nature Recovery Opportunity Areas for Bury are shown on the following plan.



### **Status of the Greater Manchester Local Nature Recovery Strategy, including the maps**

17. As a local authority, Bury Council will have to have regard to any relevant Local Nature Recovery Strategy when performing its duty under section 40 of the Natural Environment and Rural Communities Act 2016 when considering what action they can take to “further the general biodiversity objective” of conserving and enhancing biodiversity when delivering their functions.
18. With regard to planning, the Levelling up and Regeneration Act 2023 included a clause which creates a new requirement on all relevant plan-makers and requires all tiers of planning to take account of the relevant LNRS in both plan-making and decision-making where relevant.
19. Taken together, these legislative provisions are designed to support development plans and provide closer alignment with the planning system and environmental outcomes.

20. However, it is important to note that the LNRS (which includes the mapping of opportunity areas) does **not** introduce any new protections of sites or designations – for example, the opportunity areas do not have any status in planning – nor introduce any new barriers to development. However, the GMCA and local authorities will continue to work together as to how the LNRS can best be reflected in the planning process.

#### **Next steps**

21. If agreed, the Director of Place will endorse the LNRS in writing to the GMCA and Mayor.
22. The GMCA will then consider the GM LNRS at the CA meeting on 22<sup>nd</sup> August.
23. Should the LNRS be approved by the Mayor, the Council will then be required to give regard to the LNRS in order to comply with our Biodiversity Duty. The LNRS will also be used by plan-makers to inform policies to protect and enhance biodiversity.

---

#### **Links with the Corporate Priorities:**

As part of 'Section 4 – Vision for the Borough in 2030' in the Let's Do It Strategy there is a commitment to Carbon Neutrality by 2038 and the support of green and blue infrastructure as part of Local Neighbourhoods, which is closely related to conserving and enhancing biodiversity.

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#### **Equality Impact and Considerations:**

An Equality Impact Assessment has been carried out and is attached at Appendix B.

The analysis has been completed alongside a GM wide analysis. It is anticipated there will be only positive impacts for any characteristics or circumstances that are impacted by this activity. There are no further equalities considerations required at this stage.

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#### **Environmental Impact and Considerations:**

This report demonstrates how the GM LNRS will agree priorities for nature recovery, map the most valuable areas for nature, and map opportunities to create or improve habitat for nature and wider environmental goals. It is envisaged that this will have a significantly positive impact on the Council's carbon emissions and environmental impact.

---

**Assessment and Mitigation of Risk:**

| Risk / opportunity                                                                                                                                                                                  | Mitigation                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| That Bury do not have an adopted Local Nature Recovery Strategy, as required by the Environment Act (2021), to have regard to when meeting our Biodiversity Duty.                                   | By endorsing the GM Local Nature Recovery Strategy, the Borough can have regard to this strategy in meeting our Biodiversity Duty.                       |
| That the actions set out in the adopted Bury Biodiversity Strategy are not delivered, including adopting the GM Local Nature Recovery Strategy and seeking funding for priority sites and habitats. | The adoption of the GM Local Nature Recovery Strategy will meet the Biodiversity Strategy actions and support funding of nature recovery in the borough. |

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**Legal Implications:**

- A LNRS is a statutory document, and the Environment Act 2021 provides that the Mayor of Greater Manchester is the “Responsible Authority” with the statutory basis to co-produce a locally led, evidence-based LNRS for the Greater Manchester area.
- Bury and the other nine Greater Manchester local authorities are “Supporting Authorities” and under Regulation 13 of The Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023 must be provided with the final LNRS prior to publication. Each Supporting Authority is asked to confirm it is content for the publication of the strategy to proceed.
- Under Regulation 15 of the 2023 Regulations, Supporting Authorities can give a publication advisory notice to the Responsible Authority if they disagree with the publication of the strategy based on the following grounds:
  - (a) the Supporting Authority considers that part of a final LNRS cannot be justified based on the results of the consultation undertaken by the responsible authority; or
  - (b) the Supporting Authority considers that the final LNRS is materially deficient.



- A publication advisory notice must be given in writing to GMCA within 28 days of the receipt of the final strategy and must set out the reasons for the objection.

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### Financial Implications:

There are no financial implications arising directly from the report.

### Appendices:

*Please list any appended documents.*

*Appendix A – GM Local Nature Recovery Strategy (2025)*

*Appendix C – Equality Impact Assessment*

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### Background papers:

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

- Policy paper: **Local nature recovery strategies**  
<https://www.gov.uk/government/publications/local-nature-recovery-strategies/local-nature-recovery-strategies>
- Guidance: **Natural environment** [https://www.gov.uk/guidance/natural-environment?utm\\_medium=email&utm\\_campaign=govuk-notifications-topic&utm\\_source=9cfadc7b-c74f-4922-a2df-7dd5ea411ca0&utm\\_content=immediately#full-publication-update-history](https://www.gov.uk/guidance/natural-environment?utm_medium=email&utm_campaign=govuk-notifications-topic&utm_source=9cfadc7b-c74f-4922-a2df-7dd5ea411ca0&utm_content=immediately#full-publication-update-history)
- Guidance: **Complying with the biodiversity duty**  
<https://www.gov.uk/guidance/complying-with-the-biodiversity-duty>

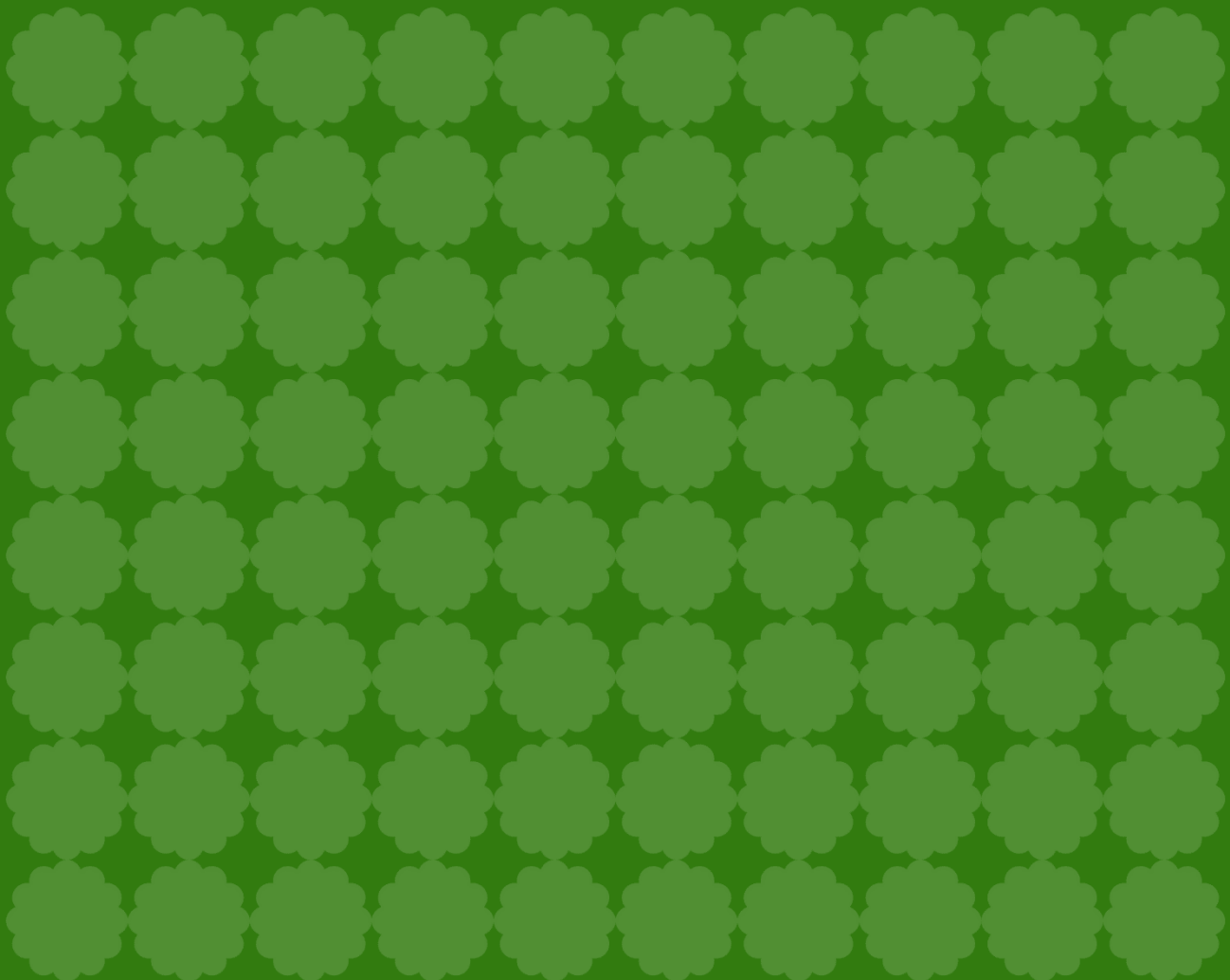
**Please include a glossary of terms, abbreviations and acronyms used in this report.**

| Term              | Meaning                                                                                                                           |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| LNRS              | Local Nature Recovery Strategy                                                                                                    |
| Biodiversity      | The variety of plant and animal life in the world or in a particular habitat                                                      |
| Biodiversity Duty | The general duty to conserve and enhance biodiversity that a public authority has and must consider when exercising its functions |

|                         |                                                                                                                                                                                                                                                                                                  |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         |                                                                                                                                                                                                                                                                                                  |
| Nature Network          | These are areas where action to enhance, restore or create different types of habitats (i.e. woodlands, grasslands, moorlands, waterbodies and wetlands) would expand and better connect our core local nature sites (our “areas which could become of particular importance for biodiversity”). |
| Core local nature sites | The areas of particular importance for biodiversity i.e. existing wildlife sites, including those designated and protected at an international, national and local level, as well as irreplaceable habitats                                                                                      |

# Nature for All

## A Local Nature Recovery Strategy for Greater Manchester



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## **Foreword from Andy Burnham, the Mayor of Greater Manchester**

From its beginnings as the world's first industrial city to our current status as a modern innovative and dynamic city-region, Greater Manchester has undergone profound changes in its environment, identity and economy. With a growing population and economy, Greater Manchester will continue to evolve rapidly over the decades to come.

There is no doubt that, alongside the evolution of the city-region, we are also facing a biodiversity emergency - globally, nationally and locally. Our first State of Nature Report confirmed a concerning picture of local decline in both our wildlife and our wider environment. Making space for nature, alongside skyscrapers and bustling streets, in our parks, canals, nature reserves and rivers will be crucial to responding to the biodiversity emergency and providing our residents with an attractive and liveable city-region.

Our nature-rich green spaces play a hugely significant role in our health and wellbeing, offering relief from busy urban life and serving as havens for both wildlife and residents alike. Yet, despite their importance in daily life, we know that many of our residents lack access to green spaces nearby to where they live and work. We have already started to address this through our Green Spaces Fund which supports the creation of new and improved community green spaces across Greater Manchester.

We know that nature can thrive in Greater Manchester – over the last decades we have witnessed the remarkable potential of nature to return in some of our most urban spaces. Since the 1980s the area of land safeguarded for nature in Greater Manchester has increased, from around 5,000ha to over 14,000ha. Nature has flourished on former industrial sites, such as the Flashes of Wigan and Leigh – now a national nature reserve. We have seen the return of species such as otters to our rivers, woodlands have been planted on former landfill sites and derelict railway bridges have been reclaimed as new gardens.

As we look towards the city-region's future, if we are to reverse biodiversity decline, it is clear that we will need to do more. We need a clear plan to help nature to thrive and become part of how the city-region grows and evolves. This strategy sets out a vision for how we can help nature recover and what actions we all need to work towards. We set out an ambitious nature network, showcasing where we can collaborate to take steps to enable connected spaces for nature and people to thrive. Our nature network is not a barrier to the growth of the city-region but represent those precious areas that we need to deliver for nature alongside delivering our many other ambitions for the city region. As the city-region continues to grow, this strategy aims to sets us on a pathway towards a city-region where nature can thrive, our businesses and residents can enjoy the benefits of a vibrant, wildlife-rich and resilient environment.

Mapping our network for nature is just the first step — the real prize is in bringing the maps to life by delivering on nature recovery in these areas in harmony with how we grow the city region. Everyone has a role to play in realising this vision and creating a Greater Manchester that is greener, fairer, more prosperous and liveable for all.

## **1. Introduction**

### **1.1. Why do we need a Nature Recovery Strategy?**

Greater Manchester is a growing, vibrant, dynamic and diverse city-region. In and around our homes, offices and businesses there are a variety of green spaces – from urban parks, community gardens and local playing fields to windswept upland moorlands and lowland mosslands, ancient woodlands, farmlands and historic parklands. Crossing these is a network of canals, rivers, lakes, wetlands and reservoirs, stretching from the peaks to the Mersey Estuary and Cheshire Plain.

All these spaces play a role in supporting local wildlife. They are equally important to our local communities, residents and businesses. Our parks, urban rivers and canals provide crucial spaces for relaxation in our busy urban spaces, helping to improve our mental health and wellbeing<sup>1</sup>. Our woodlands, grasslands, wetlands and uplands help to store and absorb rainwater and carbon, reduce flood risk and air pollution, and help supply local food and water<sup>2</sup>.

We all understand the importance of nature, but globally<sup>3</sup>, nationally<sup>4</sup> and locally<sup>5</sup> we are witnessing continued decline in our wildlife populations. It is clear that wildlife is struggling, with current and historic reports of falling wildlife populations caused by factors such as habitat loss, fragmentation, intensification of land use, development, invasive species and pollution. Access to nature-rich green spaces across the city-region is unequal and many people do not have access to any green spaces near to where they live and work<sup>5</sup>.

The loss and decline of nature impacts the essential benefits we currently enjoy. It reduces nature's ability to support our health and wellbeing, help capture air pollutants and store carbon, support food production and supply water, and can increase our risk of flooding. The loss of these benefits impacts on our everyday lives and the liveability and resilience of the city-region<sup>6</sup>.

In recognition of the severity of this issue, Greater Manchester declared a biodiversity emergency in 2022. We know there is huge potential for nature to thrive alongside where we live and work, and we have already witnessed examples of the potential of nature to return. Former industrial sites, such as the Flashes of Wigan and Leigh, are now National Nature Reserves, and derelict railway bridges, such as Castlefield Viaduct, have been converted into vibrant gardens. As Greater Manchester continues to evolve, we all need a strategy that sets us on a pathway towards a city-region where nature can return and thrive, and our residents and businesses can enjoy the benefits of a vibrant and resilient environment.

This Local Nature Recovery Strategy sets out a long-term vision to work towards a resilient network for nature across Greater Manchester, by connecting and enhancing wild spaces so that people and nature can thrive. To drive action, we set out headline targets to help track progress, alongside priorities and actions for different habitats and species. We all need to work towards these targets, priorities and actions, to set us all on the right pathway to help realise this vision.

Over the next decade, this will be the guiding strategy for nature across the city-region. It is the delivery of the vision, targets, priorities and actions, set out in this strategy, by local authorities, environmental non-governmental organisations (eNGOs), communities, volunteers, businesses, planners, public bodies, developers, landowners and residents, which is crucial to reverse the decline in nature over the next decade. Everyone has a role to play in delivering on this strategy and creating a Greater Manchester that is resilient, greener, and more liveable for all.

### The Biodiversity Emergency

Our natural world contains a huge variety of life - the plants, animals, insects and microorganisms that live on our planet - which is collectively referred to as 'biodiversity'. Nature (which includes biodiversity as well as geology, water and climate) is important for its own sake, the unique outcome of millions of years of evolution and natural processes. Nature is also essential for many aspects of our lives. We depend on nature to provide us with clean and plentiful water, produce food and pollinate crops, for medicines and mental health benefits, for the clothes we wear and the homes we build<sup>2,6</sup>. It also holds huge cultural value as part of the places we live and enjoy, as well as for both spiritual and religious reasons.

However, globally, nationally and locally we are seeing the loss and decline of our planet's biodiversity. At the global level, the [Living Planet Index](#)<sup>3</sup>, a measure of wildlife population size, shows that over the last 50 years we have lost 68% of our global wildlife populations. A quarter of all species are now threatened with extinction and the current rate of global extinction is estimated to be between 100 to 1,000 times higher than natural background extinction rates<sup>7,8</sup>.

At the national level, 1 in 6 UK species are now threatened with extinction and over the past 500 years an estimated 200 species have likely been lost<sup>4</sup>. For mammals the threat is higher, with 1 in 4 land mammals in the UK now facing extinction<sup>4</sup>. UK populations of species of greatest conservation concern have also declined by 37% since the 1970s and 25% of all species in England are at historically low levels<sup>8,9</sup>. The UK is now considered one of the world's most nature-depleted countries and is at the very bottom in terms of how much wildlife survives<sup>10</sup>.

There have also been declines in key indicator species of wider ecosystem health – including a 16% decline in the average abundance in butterflies over the past 25 years and 44% in breeding birds over the past 45 years<sup>11</sup>. Mammals like hedgehogs are facing serious declines, with surveys in 2011 showing declines of between 25-40% over the previous decade<sup>11</sup>.

The decline in nature we are seeing has been caused by habitats and wild spaces being lost, destroyed, fragmented or degraded, by pollution, change in land use or invasive species, or overused for industry or agriculture. In turn, these changes impact on the ability of the natural environment to provide essential services and put the benefits that we receive from nature, that underpin our economy and society, at risk.

## 1.2. What is a Local Nature Recovery Strategy?

As Greater Manchester (GM) grows, we need a guiding strategy to set a pathway towards a city-region where nature and people are thriving - a **Local Nature Recovery Strategy**.

To respond to the biodiversity emergency and to meet local aspirations for a greener, more nature friendly, future



We need a long-term vision for what a nature-friendly city-region should look like

---

To help us all drive action for nature and people



We need to set out how we can all work together to help nature recover

---

To help us all focus our efforts for nature



We need to set out the best places we can boost action for nature, a Nature Network

---

To track our progress



We need to set out clear targets for nature recovery and monitor these

---

The passing into law of the Environment Act 2021 set targets, plans and policies for improving the natural environment. This included a national 25 Year Environment Plan which aims to halt and reverse species decline in England and introduced Local Nature Recovery Strategies.

The Environment Act 2021 provides the Mayor, as Responsible Authority, and Greater Manchester Combined Authority (GMCA) with the statutory basis to co-produce a locally led, evidence-based **Local Nature Recovery Strategy**, to drive more collaborative action for nature. This document is our Local Nature Recovery Strategy (hereafter LNRS) for Greater Manchester, it is a statutory document and is in place from 2025-2035.

To drive action for nature, the strategy is a locally-led plan for habitats and species to help drive investment and action for nature across the city-region. It does this using:

- Locally agreed targets, priorities and actions for nature recovery.
- Maps of existing areas where nature needs continued protection or enhancement.
- Maps showing opportunities for creating and restoring habitats for wildlife alongside other land uses.

In summary, the strategy sets out how and where across the city-region we should be taking steps for nature recovery. Over the next ten years, this will be the guiding strategy on the most effective actions for nature recovery and set out the best locations for nature recovery across the city-region. Everyone can play a positive role in delivering on this strategy, whether that is via small scale actions



in communities, streets and gardens or large-scale actions, such as the designation of new nature reserves, new parks or as part of the development of an area.

The strategy covers the whole of Greater Manchester - all ten of our local authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan) and those areas within them that are part of the Peak District National Park (which is a local planning authority). This strategy sits alongside a wider set of Greater Manchester policies and strategies (see appendix 1). The Government have stated that LNRS will be reviewed in three to ten years, at a time that will be determined by the Secretary of State.

### **1.2.1. Legal status and remit of Local Nature Recovery Strategies**

The Environment Act 2021 sets the UK's framework for improving the natural environment. The Act includes national targets, plans and policies, including the statutory requirement for Greater Manchester to publish this strategy. The Act, regulations and associated planning guidance set out the legal status and remit of LNRSs.

#### ***Planning status***

Nationally, the government has made clear that LNRSs are not intended to act as a barrier to development, or place new restrictions on developing land or making land use changes. LNRSs are a guide or evidence base to inform Local Plans and decision making. Local Plans remain the mechanism by which local planning authorities determine where and how land should be developed. Planning decisions at both the plan-making and planning application stage need to take into account all material considerations and the LNRS will be one consideration amongst many. Put simply, it will inform but not dictate planning decisions.

The planning system in England is designed to be “plan-led” through local planning authorities’ Local Plans. These Local Plans should set out a vision for the future of each area and a framework for addressing housing needs and other economic, social and environmental priorities. Given the role development can play in delivering these priorities, LNRSs have been designed to help local planning authorities plan with regard to the natural environment.

The Environment Act 2021 sets out that local planning authorities in Greater Manchester must have regard to this LNRS in their policies, including those in their Local Plans. The LNRS has been designed to help the ten local authorities and the Peak District National Park Authority address and integrate priorities relating to the natural environment in their Local Plans. This is aimed at better integrating these priorities, alongside others that these plans must address (such as housing needs).

#### ***Integrating the LNRS into Local Plans***

It is the responsibility of local planning authorities to decide how they have regard for the LNRS in their Local Plans and when making planning decisions. Local Planning Authorities could integrate the LNRS into their Local Plan in a number of ways, including setting out:

- How the Local Plan aligns its policies with the vision, aims, targets and priorities in the LNRS.
- How development should seek to support and deliver on the vision, aims, targets and priorities in the LNRS.
- How development should seek to enhance and protect the integrity of existing core local nature sites and boost the connectivity of the Nature Network within opportunity areas.

#### ***Biodiversity Net Gain***

LNRSs determine where habitat creation or enhancement for Biodiversity Net Gain (BNG) will be of ‘high strategic significance’ and benefit from a 15% uplift in the Defra statutory biodiversity metric. Areas mapped within the LNRS Nature Network should be used to target off-site BNG towards certain areas of the city region that would be particularly beneficial for biodiversity.

### ***Relationship with the legal protection and designation of land***

The strategy is a guide for nature recovery across the city-region. The Environment Act 2021 did not give Responsible Authorities any new legal powers to formally, or otherwise, protect land for nature recovery through LNRS. The protection of land for nature can only be provided through statutory designations or local planning policy. The LNRS, including areas mapped as part of the Nature Network, does not propose or provide for any new protection, designation or restrictions on how land can be used or managed, or any other kind of legal designation. Over time through the headline target (set out later in this strategy) there may be more areas designated or selected for nature recovery. However, this would be achieved through the existing statutory designation process or separate approval processes within each local authority.

### ***Relationship with land management***

The LNRS, including areas mapped within the Nature Network, does not create any additional restrictions on how land can be used or managed. It does not force landowners and managers to make any changes in how their land is managed - this remains their choice. Instead, the LNRS is a guide and evidence base for how landowners could use or manage the land, or approach their operations, in a way that could support the recovery of nature - even more that they might do already. Aligning activities with the LNRS may help landowners and managers to access funding and investment opportunities for nature recovery and wider environmental benefits in the future. The strategy provides options for what landowners could do with their land and directs action to where it is most needed and where it could deliver the greatest benefits.

### ***Requirement on Public Authorities – Strengthened Biodiversity Duty***

The Environment Act 2021 contains a strengthened Biodiversity Duty on public authorities. This requires local authorities, including town and parish councils, government departments and agencies and organisations managing public infrastructure such as roads and water, to conserve and enhance nature. LNRSs help inform how public authorities in Greater Manchester can meet this legal duty to conserve and enhance biodiversity. This could be through for example: managing areas of land they are responsible for in a way that supports what the LNRS proposes or using the LNRS to inform relevant decisions. However, there are many ways for public authorities to meet this duty and local authorities need to take a range of factors into account when making decisions.

### ***LNRS and regulatory decisions***

The LNRS does not determine the outcome of regulatory decisions, such as the result of Environmental Impact Assessments.

### ***The LNRS and delivery***

Delivering on the vision, targets, priorities and actions set out in this strategy, by local authorities, eNGOs, communities, businesses, planners, developers, landowners and residents, is crucial to reverse the decline in nature over the next decade. This strategy is not a delivery plan – delivery options will be produced to sit alongside the strategy over 2025 and 2026. It does not override existing plans, policies, processes, best practice and protections that are already in place for nature, nationally or locally.

No single organisation or individual is tasked with delivering it alone. Everyone can play a positive role in delivering on this strategy. For example, through volunteering work to remove invasive species, the uptake of agri-environment schemes such as Environment Land Management (ELM) by landowners or the delivery of biodiversity enhancements including Biodiversity Net Gain by developers. Public bodies should use this strategy to inform their policies and decisions, prioritise funding, and direct environmental investments. The strategy's maps and nature recovery priorities

highlight the key areas where public and private investment can make the biggest difference, ensuring that projects provide maximum benefits to nature and local communities.

### **Review and refresh**

The LNRS will be reviewed and updated as instructed by Defra. Details of how strategy delivery will be coordinated, monitored and supported will be published by the government in 2025 and 2026.

## **1.3. What does this strategy contain?**

This strategy is made up of key components that come together to set out how and where across our communities we should all be taking action for nature.

These components include: an overarching vision, individual priorities and targets for both habitats and species, alongside a mapped Nature Network for Greater Manchester. These key components are each shown and explained below.

**State of nature:** An overview and description of our natural environment and current trends in our local wildlife and environment.

**Vision:** An overarching vision for what Greater Manchester could look like when the strategy is delivered.

**Aims:** The high-level results required to achieve that vision across the city-region.

**Targets:** Greater Manchester specific targets, set to help us to track progress towards the overarching vision and aims.

**Priorities:** These are the long-term end results that the strategy is seeking to achieve in terms of habitats and species. Our habitat priorities are divided into different broad habitat types. Our target species cover some of the most vulnerable species across Greater Manchester.

**Actions:** The practical actions that would make a positive contribution towards delivering our priorities (the term actions is used throughout this document in place of the statutory 'measures').

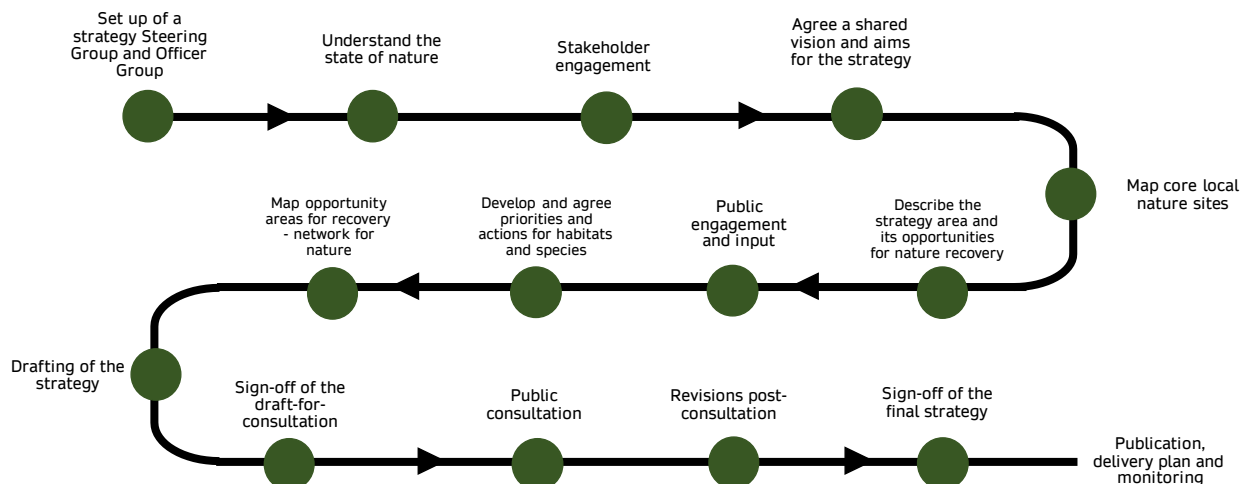
**A Nature Network:** Consisting of our core local nature areas and nature recovery opportunity areas.

- **Our Core Local Nature Sites** are our best remaining areas for nature across the city region, including all our designated sites and irreplaceable habitats (*these form our 'areas of particular importance of biodiversity'*).
- **Our Nature Recovery Opportunity Areas** where the creation and restoration of habitat could have the greatest impact on nature's recovery. They represent areas where we should be more ambitious for nature alongside other land uses (*these form our 'areas that could become of particular importance for biodiversity'*).

Together the Nature Network shows how we can connect our best remaining spaces for nature across the city region and specific practical actions within these areas (*these two components together form the 'local habitat map' for the GM LNRS*).

## 1.4. How has this strategy been produced?

GMCA has led the preparation of this strategy, supported by the Greater Manchester Ecology Unit, Natural England, the ten local authorities, the Peak District National Park Authority and our steering group.



To help us get this strategy right for the local people who know and understand Greater Manchester, in preparing this strategy GMCA has:

- **Co-produced** the strategy with representatives from local environmental charities, infrastructure providers and local partner organisations (see acknowledgements and appendix 2), who have been involved in all stages of the strategy development through our GM LNRS Steering Group.
- Adopted an **evidence-based approach** by developing Greater Manchester's first [State of Nature report](#) to inform the strategy (appendix 3). The report brings together available, open-access local environmental data to report on some of the major trends in nature.
- **Involved the public** and different sectors to ensure the strategy is **locally-led**. The strategy has been shaped not just by expert organisations but also by the public, via a public survey, public consultation and engagement events with farmers and landowners, developers, infrastructure providers, environmental professionals, businesses, community groups and residents.

### Who has been involved?

- For farmers and landowners, we held dedicated in-person workshops, farm visits and worked with local nature champions in the agricultural sector.
- For businesses, we held dedicated in-person workshops and roundtables to hear views.
- For residents and community groups, we ran a large public survey with over 800 responses, collected views and feedback at local festivals, local events and conferences.
- For local councillors, we ran webinars and developed dedicated information packs.
- For developers, social housing providers and urban regeneration experts, we ran webinars.
- For the NHS, our partners ran conferences and local events to gather views.
- For nature experts and environmental charities, we set up workshops, online meetings, surveys and events to hear views and gather feedback.

Throughout the development of the strategy, we have sought to inform and engage residents and local organisations through regular newsletters, project blogs and social media activity, amplified by our partners and green communications challenge group - see appendix 4 for further information.

### 1.5. Who is it for and how should it be used?

Everyone can take action for nature and play a part in local nature recovery. This strategy is for everyone, whether you are a local business owner or landowner, an environmental charity, developer or planner, a local resident, parks manager or a community group.

This strategy should be used to understand how and where action should be taken to help nature recover across the city-region. It can be used to guide and inspire action by communities, residents, charities, businesses, public bodies, local authorities, farmers and landowners. It sets out the most effective actions and a network for nature recovery for local authorities, developers, policy makers, planners and institutions. You can read more about how you can help delivery at the end of the strategy.

This strategy should be used to:

- **Drive collaborative action:** Encourage more joined-up and focused action.
- **Guide funding and investment:** Set out the best places to focus action, resources and funding (e.g. ELM, BNG, philanthropic and private funding).
- **Inform and evidence:** Boost understanding of the state of nature, the best actions to help nature recover and inform the planning process.
- **Target action for nature:** Highlight the places where action could deliver the biggest gains for nature recovery.
- **Deliver multiple benefits:** Deliver benefits for society and economy, alongside boosting nature, such as reduced flood risk, improved health, local food growth and increased visitors.
- **Connect with nature:** Encourage people to understand, engage and get involved with local nature recovery.
- **Track progress:** Better monitor how we are tackling the biodiversity emergency.

Different organisations and groups of people will be able to use this strategy in different ways:

- **Land managers and owners** can use this strategy as a guide to help plan the best actions for nature on their land, show how these actions contribute towards wider nature recovery efforts and support funding applications.
- **Environmental organisations** can use this strategy to drive coordinated action, identify areas where action for nature could be most effective and support funding applications.
- **Residents and community groups** can use this strategy to inspire local action, understand how their projects can help wider nature recovery and create more liveable spaces.
- **Local authorities** can use this strategy to plan and act on public land and estates, to meet the strengthened biodiversity duty. To inform their Local Plans and where to target the creation or enhancement of habitat for offsite Biodiversity Net Gain. To identify where and how enhancing nature can support other council services and meet cross-departmental targets.
- **Businesses** can use this strategy to inform how they take action for nature, understand their business impacts on nature, boost employee engagement in environmental issues and target corporate social responsibility efforts.
- **Planners and elected representatives** can use this strategy in the preparation of planning documents and inform planning and other decisions.

- **Developers** can use this strategy to guide how they can work towards development that embraces a nature centric approach to raising standards.

More information on how this strategy can be used by different audiences and delivery options will be published over 2025 and 2026.

## 2. Why nature matters for Greater Manchester

Nature is important for its own sake, the unique product of millions of years of evolution and natural processes. For many people, connecting with nature is a source of inspiration and a meaningful reminder that they are part of something bigger, that enriches their daily lives. Nature is also essential for many aspects of our lives. Natural spaces play a vital role in making the city-region an enjoyable place to live and work, providing crucial spaces for relaxation, leisure and tranquillity – helping to boost our health and wellbeing<sup>6</sup>. At the same time, they provide us with vital services: storing water, reducing flooding and air pollution, storing carbon and providing us with water and local food.

### 2.1. What does nature do for us?

Being in nature is good for you. A huge, and growing, body of evidence tells us that spending time in nature is vital for our mental and physical health<sup>1</sup>.

Every year, Greater Manchester residents' benefit from an estimated £1bn<sup>6</sup> in essential services from our natural environment. Some of these services include mental health benefits (with an avoided healthcare costs for the NHS estimated at £264m) and improved physical health (benefits of £56m); opportunities for leisure, sport and recreation (benefits of £372m) and increased amenities and property values (£174m uplift for house prices). These essential benefits are particularly important for our vulnerable groups and can help reduce critical issues across the city-region, such as health inequalities and improve the lives of people with chronic illness or mental health conditions.

However, the benefits that we receive from nature are under threat given the array of challenges facing nature in Greater Manchester and the continued decline in biodiversity we are seeing. If we do not protect, maintain and enhance nature, we will not continue to receive these benefits, with knock-on effects for society and the economy - such as possible additional costs for the NHS.

Helping nature to recover, through enhancing and safeguarding natural spaces, can deliver a range of wider benefits and help the city-region to thrive:

#### The benefits for people:

- A green and healthy environment to grow up, get on and grow old
- More recreation and leisure opportunities
- Improved air quality and less noise pollution
- Improved physical health, including better heart health and healthy lifestyles
- Improved mental health, including reduced stress and mental health conditions
- More resilience and adaptation to climate change, including flooding, droughts and extreme heat
- Less water pollution and safer opportunities for water-based recreation
- Greater connection to our natural and historic environment
- Stronger communities, proud of where they live and work
- Healthier soils, ensuring long term sustainability of food supplies
- Opportunities for more green jobs and careers

#### The benefits for businesses:

- A more attractive place to work, visit and do business, encouraging local economic growth
- Increased resilience through reduced risk of, and better adaptation to, environmental hazards
- A healthier, happier and more productive workforce
- Higher land and property values
- Increased green jobs and skills
- More visitors and sustainable tourism opportunities
- More productive land for food security and other resources that can be grown locally

### The ecological benefits:

- Protection of rare and threatened species and habitats
- Repaired natural cycles and natural processes
- A greater abundance and diversity of wildlife and healthier ecosystems, reversing biodiversity decline
- Capture and sequestration of carbon, helping tackle climate change
- More resilience to future changes in climate
- Greater resilience of species to pests and diseases

## 2.2. How do we access nature?

We know that people like to spend time in nature.

- On average **93%** residents surveyed over a 10-year period think that having open green space close to where they live is important to them<sup>5,12</sup>.
- **Over half of residents** (53%) surveyed report that they visit the outdoors for leisure at least once a week<sup>12</sup>.
- When spending time in nature, residents reported they enjoyed exercising (70%), peace and quiet (73%), spotting wildlife (87%) and improving their wellbeing (77%)<sup>13</sup>.

People from all walks of life value spending time outdoors in nature, but not everyone benefits to the same extent. With nearly three million people now calling the city-region home, our public green spaces are increasingly under pressure.

We know that access to nature looks very different across the city-region. Access to nature is unequal and many people do not have access to nature near to where they live or work. This means that the health and wellbeing benefits that we all get from our natural environment are not shared equally.

- Only an estimated 40% of our population live close (within 200m) of a small green space (0.5ha or bigger)<sup>14</sup>Error! Bookmark not defined.
- Echoing national trends<sup>14</sup>, people experiencing multiple inequalities in Greater Manchester tend to live in areas with less green space, compared to more affluent areas<sup>15</sup>.
- Communities experiencing racial inequalities are nearly twice as likely to live in areas with the least green space<sup>14</sup>Error! Bookmark not defined.

## 2.3. What action do people want?

Over 800 residents, community groups, charities, businesses, farmers and landowners across the city-region have engaged with us during the preparation of this strategy (see appendix 4 and 5.)

In our survey on developing a [Greater Manchester Plan for Nature](#) one of the most common responses was a desire for a greener, cleaner and wilder city-region – with many respondents prioritising the maintenance, protection and enhancement of our existing green and blue spaces for nature as the top action they would like to see included in this strategy.

For the future, residents envision a greener, more wooded, cleaner, more biodiverse, more natural and more accessible Greater Manchester.

### Views on the state of nature

Through surveys, workshops, events and webinars, we have heard what people think about the state of our natural environment.



- Although most Greater Manchester residents (69%) are proud of their local area<sup>16</sup>, 55% of survey respondents think that the natural environment where they live is getting worse<sup>13</sup>.
- Almost half of survey respondents said they currently think the state of nature in Greater Manchester is poor (41%) and a further third thought it was in moderate condition (37%)<sup>17</sup>.
- Residents stated that they are put off spending time in nature due to a lack of accessible quality green space (14%), a lack of biodiversity (16%), increasing need for land for housing and employment (16%) and green spaces in poor condition (18%)<sup>17</sup>.

These responses indicate a strong concern about the state of Greater Manchester's natural environment and its decline.

#### **Views on the local actions that are already helping to support nature**

- Nearly a quarter of survey respondents (24%) identified community action, projects, and volunteering as the most common actions already working to support local wildlife, followed by tree planting (9%), parks and public green and blue spaces (8%), and environmental NGOs and partnerships (7%)<sup>17</sup>.

#### **Views on what we all need to do to best improve nature locally**

- Residents expressed a desire to see action for our most vulnerable wildlife, specifically mentioning the need for action for hedgehogs, birds, bees and otters, as well as the reintroduction of lost species such as beavers<sup>17</sup>.
- The top actions residents want to be taken across the city-region include:
  - Creation and restoration of more green spaces for nature and people
  - More wildlife-friendly development or less development
  - Maintenance, protection, and enhancement of existing green and blue spaces
  - Education and awareness raising
  - More tree planting and new woodlands
  - Improved water quality and reduced pollution
  - More wildflower meadows and verges
  - More support for community projects and volunteering
  - Less litter and cleaner areas
  - Increased habitat diversity

#### **I would like a more nature friendly Greater Manchester to have:**

- *"Opportunities for communities to meet together to look after nature"*
- *"Greener - creating valuable habitats and pockets for wildlife in an urban concrete jungle"*
- *"Wild accessible green spaces"*
- *"More green and blue environments with a diverse mix of species"*
- *"Lower air and water pollution levels"*
- *"Green architecture, with more green roofs"*

See appendix 5 for the full results of our survey.

### 3. Nature in Greater Manchester: Where are we now?

We know nature is struggling across the city-region. In this section, we describe the existing land and habitats in Greater Manchester and the state of these habitats (detailed descriptions of our landscapes and habitats can also be found in appendix 6), along with the main trends in our species, best sites for nature and the key pressures on nature across the city region. This section of the strategy is drawn from our [Greater Manchester State of Nature Report](#) (appendix 3).

#### 3.1 Our habitats and species

In total, Greater Manchester extends over 127,600 hectares (ha) of land. The city-region is dominated by its urban and suburban areas, which cover around nearly half of Greater Manchester. Across the city-region, nature reserves and protected wildlife sites provide some of our best spaces for nature and act as vital refuges for wildlife. 11% of land in Greater Manchester, over 14,000 ha, is safeguarded in some way for nature through a variety of designations. These sites are often isolated or fragmented by urban areas and infrastructure, meaning that species can struggle to move between them.

Nature is not just confined to our protected sites and nature reserves. Within and around our built-up areas, Greater Manchester hosts a range of different habitats including woodlands, upland heath and moorlands, grasslands, lowland mosslands and other wetlands. Rivers, waterways and waterbodies, including the River Mersey and River Irwell, canals, reservoirs, lakes and ponds, cross the city region. An estimated 30% of our land is used for agriculture, although the uptake of grants for nature-friendly farming is thought to be lower than in surrounding areas<sup>5</sup>.

In our urban and suburban areas our ten local authorities are custodians of a huge array of different green spaces from public parks and Local Nature Reserves to civic squares, cemeteries and riverbanks. Amenity and leisure spaces, such as public parks, school grounds, and sports pitches provide key urban green spaces.

Despite the biodiversity emergency we are facing, there are many reasons for optimism and stories of the successful return of nature across Greater Manchester. Many of these successes are due to the hard work and dedication of a committed network of local people, volunteers, organisations, partnerships and public bodies working across the city region.

##### 3.1.1. Designated sites

###### **Overview**

Many of Greater Manchester's best sites for nature are designated as protected sites and their active management supports a diverse array of wildlife. Greater Manchester has 22 nationally significant Sites of Special Scientific Interest (SSSIs) covering our particularly significant areas of semi-natural grasslands, woodlands and heath, as well as some of our wetlands of lowland raised bogs, flashes and lakes. Greater Manchester hosts 5 Special Protected Areas (SPAs) and Special Areas for Conservation (SACs). These range from expansive upland moorland of the South Pennines to the Rochdale Canal. Alongside these are 533 Local Wildlife Sites (also called Sites of Biological Importance), as well as 79 Local Nature Reserves and 2 National Nature Reserves. Irreplaceable habitats<sup>18</sup> are also found in Greater Manchester, including ancient woodlands and veteran trees, blanket bog and lowland fens.

###### **State**

###### **Extent**

Since the 1980s, the areas of land safeguarded for nature in Greater Manchester has increased, from around 5,000ha to over 14,000ha through the work of the Greater Manchester Ecology Unit, local authorities, Natural England, environmental charities and local communities.

Our designated sites now cover over 11% of Greater Manchester, a lower proportion than achieved in Liverpool (14%) and Lancashire (24%). Over the last decade our positive trend of increasing the amount of our land designated for nature has plateaued. Although new sites have been celebrated and designated, such as the Flashes of Wigan and Leigh National Nature Reserve and Local Nature Reserves at Springwater Park in Bury – some sites, or parts of sites, are also being lost due to lack of appropriate management and land use change.

When looked at as a network, these sites are now isolated and fragmented, meaning there are large distances between them, and they are not well-connected. Many sites are small and, with habitat loss, the area remaining under protection is not enough to support species recovery. To enable nature to recover these sites need to not only be bigger but crucially more joined up, allowing species to move between them.

### Condition

Many of our best sites for nature are not in as good condition as they could be, which impacts on their potential to support nature recovery.

At present only 5% of our SSSIs (less than 300ha) are in “favourable” condition, with a further 75% in “unfavourable – recovering” condition. Since 2000, most of our SSSIs have improved and have moved towards being managed for recovery rather than remaining “unfavourable – no change”. Compared to the rest of the Northwest and nationally, Greater Manchester has significantly fewer SSSIs in “favourable” condition, but more sites recovering<sup>5</sup>.

Due to several factors, there is variance in data availability on the condition of our designated sites. These are the key building blocks for nature recovery, we need to know more about how many are in active conservation management and work with landowners and managers to bring more into active management to improve their condition.

### 3.1.2. Species

Despite its predominantly urban landscape, Greater Manchester has a diverse array of wildlife, including species protected by legislation like great crested newts, water voles and badgers. Even in the heart of the city peregrine falcons, swifts and swallows are known to make their homes. Six different species of bats can be found along our urban canals and rivers, while foxes use our urban gardens and tram embankments to feed and raise their cubs.

**Amphibians and reptiles** like newts, as well as common frog and common toad, slow worm, grass snake and common lizard, live and breed in our ponds and grasslands.

Grassland and brownfield sites are strongholds for declining insect populations, while **damselfly and dragonfly** are found across the city-region, including the banded demoiselle on many of our rivers and canals.

**Mammals** seen in Greater Manchester include badger, hedgehog, bats, stoat, weasel, fox, otter and rabbits, brown hare and mountain hare. Roe deer are also increasingly common in many of our woodlands, whilst water voles are under threat.

Rare **plant** species can also be found in the city-region, such as carline thistle, hemp nettle and oak fern, aquatic plants like floating water plantain and several species of bog moss.

**Fungi** are found in all habitats, from woodland to grassland to gardens. Some of our upland and lowland sites hold nationally significant grassland fungi populations.

**Birds** such as herons and kingfishers are seen along our rivers and woodpeckers in some of our urban woods and parks. Our uplands support specialist moorland birds, such as curlew, golden plover and twite. Our farmlands, particularly areas of Bury, Wigan, Trafford and Stockport, support skylark, tree sparrow and barn owl. Wigan is a stronghold for the nationally rare willow tit.

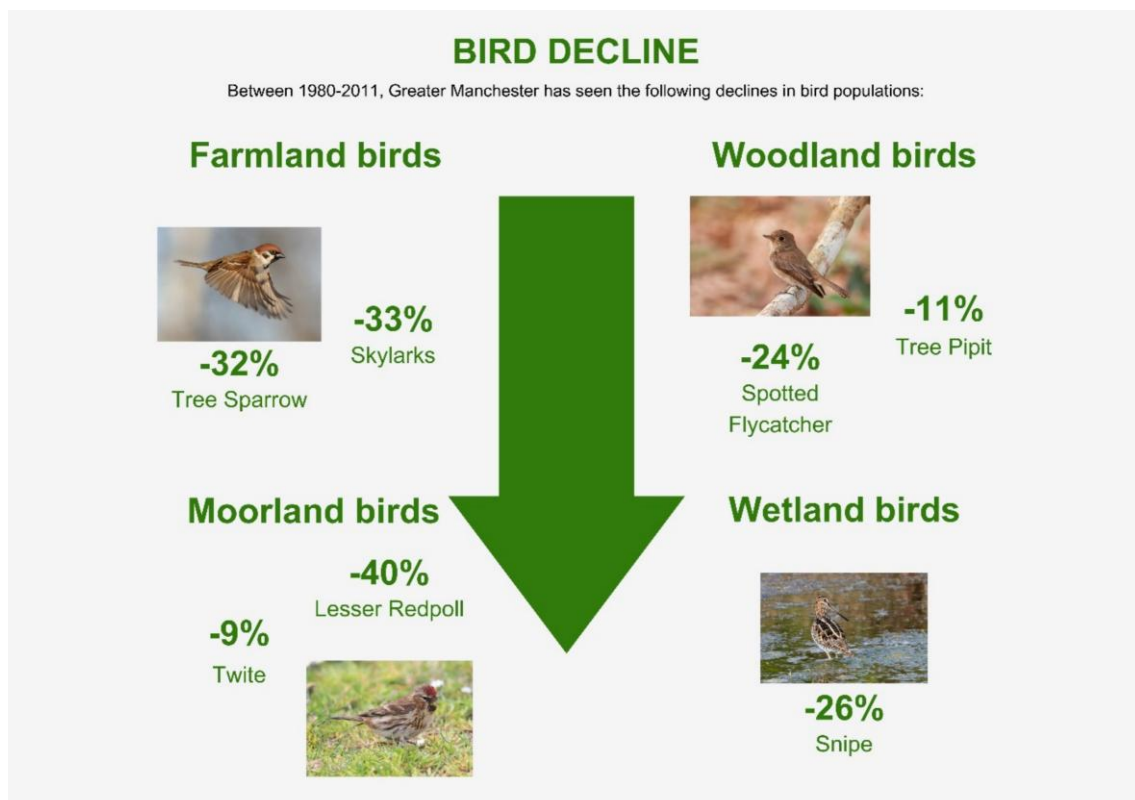
We have limited data on population trends of our local species. The data that we do have available for key species of birds and mammals, echoes the wider national picture of species decline:

- Bird populations are used to provide a good indication of the broad state of wildlife across the UK. Mirroring national trends, we have seen some worrying declines in our bird species. Between 1980-2011 individual bird species populations across a range of habitat types have shown declines of between 9-40%<sup>5,19</sup>.
- Trends in population for our mammals are relatively poorly known in Greater Manchester and we are reliant on data for the whole of Northwest England. 25-year trends show us that Greater Manchester and its surrounding areas are losing not just rare but once common species, with reported declines in red foxes of -44%, rabbits -64%, brown hare -8% and hedgehog -24%<sup>5,20</sup>.

These population declines are driven by a range of different factors including habitat loss, habitat fragmentation, pressure from pollution, invasive species and urbanisation, as well as new threats like climate change.

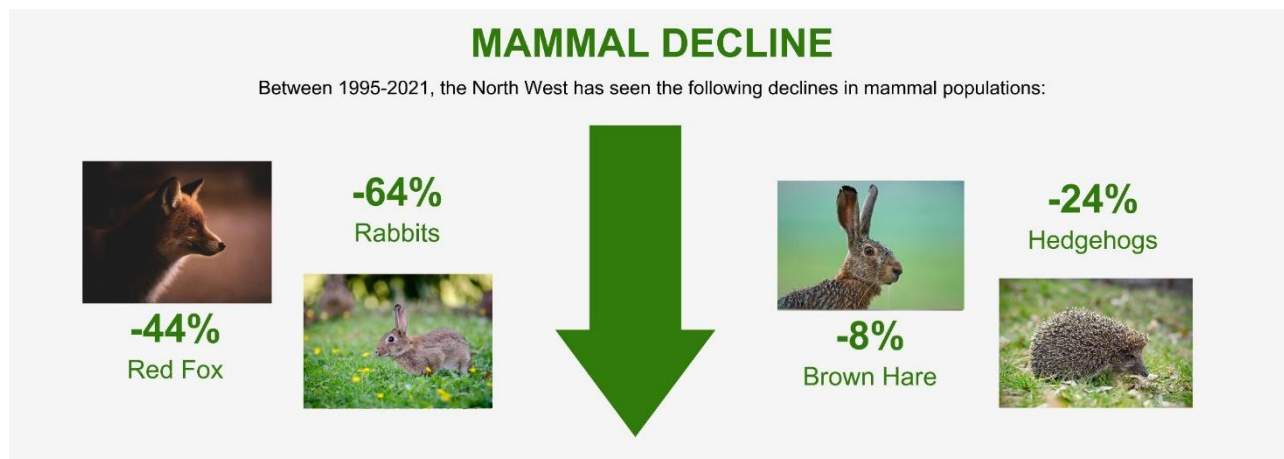
### Our birds

Bird populations are used to provide a good indication of the broad state of wildlife in the UK. Greater Manchester is home to many populations of birds. Mirroring national trends, we have seen some worrying declines in our bird populations.



## Our mammals

The population trends for mammals are relatively poorly known in Greater Manchester and we are reliant on data for the whole of the North West. 25-year trends for the North West show us that we are losing once common species



### 3.1.3. Urban and suburban green spaces

#### Overview

Urban and suburban areas dominate much of our city-region, from the dense city centres of Manchester and Salford to the many towns across Bolton, Bury, Oldham, Rochdale, Stockport, Tameside, Trafford and Wigan.

Across our urban areas are a variety of well-loved parks, gardens, playing fields, golf courses, cemeteries, canals and allotments, that all provide valuable open green spaces for people and refuges for wildlife. Traversing through these areas are rivers, brooks and canals, many of which have been modified and built over.

Our ten local authorities, schools and institutions including the NHS, are custodians of a huge array of green spaces. Even incidental public urban green spaces, like road verges or cemeteries managed by our local authorities and can form valuable space for wildlife across the city region. Commercial land also provides green space for businesses and their staff to operate, ranging from the large-scale office spaces and smaller scale retail and leisure spaces.

Our residential gardens account for 15% of our land. These can be fantastic urban refuges for nature, and home to species like swifts, sparrows and hedgehogs and support pollinators like bees, wasps and hoverflies.

These spaces are hugely important for local communities, providing spaces for social interaction, relaxation and leisure. They also encourage active lifestyles, helping improve our mental and physical health and reducing the burden on the NHS. They are essential to the liveability of urban areas and improve the quality of our places. At the same time, they help manage rainwater and reduce air pollution and overheating. They also provide critical transport routes for pedestrians and cyclists for commuting and leisure.

#### State

Our urban green spaces are of huge significance to many residents on a day-to-day basis. However, the distribution of urban green spaces across Greater Manchester is by no means equal.

Our dense urban areas often host very few parks and those that do exist are often small and serve large local populations, a legacy of historic and current growth of Greater Manchester. Those urban green spaces that we do have are often under pressure from multiple competing demands on urban land, as well restricted management due to vastly reduced public estate and park service budgets.

Access to green spaces in Greater Manchester does not currently meet national standards recommended by Natural England<sup>21</sup>.

- At least an estimated third of Greater Manchester's population do not live within 15 minutes of a decent sized green space, as defined by national standards<sup>5</sup>.
- Only an estimated 40% of our population live close (within 200m) to a small green space (0.5ha or bigger)<sup>22</sup>.

This lack of good access to green spaces compounds health inequalities across Greater Manchester and reduces the potential for these communities to benefit from these spaces.

In denser urban areas, like Manchester, 1 in 5 (20%) of all properties do not have access to a private or shared garden. Those that do have gardens are also thought to be becoming less green. Research by the Manchester Metropolitan University has revealed that, in Manchester, only 50% of the average garden is green space<sup>23</sup>.

### **Successes**

The importance of green spaces in our urban and suburban areas is being recognised more and more and integrated into new development and regeneration schemes and heritage projects alike:

- Opened in 2022, **Mayfield Park** in Manchester was the first new city park for 100 years. The 2.6-hectare parkland and new neighbourhood, brought the River Medlock back to life, removing it from its concrete culverts and daylighting it for the first time in over 50 years.
- Opened in 2024, **Viaduct Park** is a key part of the regeneration of Stockport town centre. The park sits above the town centre's new bus station, providing a new green space for residents, alongside 200 new apartments and a new cycling and walking route.
- There are many smaller scale examples of green space being made a central part of new development and infrastructure. They include the opening of **Elizabeth Park** in Bolton and **Jubilee Park** and **Chadderton Park** in Oldham, both at the heart of areas of the town centres that are being extensively regenerated. In Manchester, the **Castlefield Viaduct**, redundant for 50 years has been transformed into an urban park. In Salford, Europe's largest living wall has been built at the 12-storey **Eden Building**. Salford has also championed the addition of raingardens in their streets, at places like Liverpool Road, while Trafford has retrofitted raingardens into Altrincham and Stretford town centres.
- Communities, volunteers and environmental charities have worked to add green spaces into our urban areas. There are examples of **alleyway greening in Manchester's Moss Side** neighbourhood, the **Ginnel Garden project in Edgeley**, Stockport. The Green Spaces Fund has supported 103 new or improved community green spaces, including projects like the **Northern Lily GROWE Community Garden in Oldham** and the **community orchard being delivered by SNUG in Longsight**. New accessible green spaces are being developed around NHS sites in Oldham and Wythenshawe.

### **3.1.4. Rivers, canals and waterbodies**

#### **Overview**

Greater Manchester boasts an extensive network of rivers, canals, lakes, reservoirs and other water bodies, that weave through our communities and are deeply connected to our industrial heritage. Emerging from the Pennines and Peak District, they connect our urban centres with open countryside and our uplands and lowlands, acting as vital highways for wildlife.

Totalling over 884km of rivers, 160km of canals and 400ha of lakes, our waterways not only define the landscape but provide critical habitats supporting our wildlife. While rivers like the Irwell and Mersey are well known, countless others cross the region. Like much of the rest of Greater Manchester's environment, our rivers and waterways have been extensively modified.

People across Greater Manchester still seek out rivers, reservoirs, lakes and canals to connect with the natural environment. They play a key role in local identity, culture and heritage, and many of our canals, such as the Manchester Ship Canal and Rochdale Canal, have played important roles in our industrial past and now support nature.

### **State**

Across the city region an estimated 80% of our water bodies have been heavily modified by human activities and 112km of our rivers now lie buried or piped below our streets and buildings. There are over 1,000 obstacles and barriers to species movement in our rivers. Many of our riverbanks have been modified or canalised making them less valuable as species habitats. Invasive species are also increasingly problematic - our riverbanks are often impacted by species such as Japanese knotweed and Himalayan balsam, and our waterbodies impacted by aquatic species such as mink and signal crayfish.

While our industrial heritage left many of our rivers and waterways heavily polluted, clean-up efforts beginning in the 1980s have significantly improved our river water quality, enabling fish, otters and aquatic invertebrates to return. Despite improvements over the last 40 years, none of our rivers are classed as in good ecological condition and 11% remain in poor or bad condition. As well as being a threat to aquatic wildlife, the pollution of our waterways can affect public health.

Pollution from rural areas, towns and cities, transportation, as well as the wastewater network are all drivers of poor water quality. Built in the Victorian era our sewerage system cannot always cope with the intensity and volume of rainwater runoff our changing climate and increasing urbanisation is creating, leading to polluted water spilling directly into our waterways via storm overflows. Overflows were developed to reduce the risk of sewage backing up during heavy rainfall. Greater Manchester has 793 storm overflows, roughly 30% of all storm overflows in Northwest England. These overflows spilt an estimated 21,391 times in 2022 for an average of 4.5 hours per spill.

In Greater Manchester, between 2025-2030 United Utilities are proposing to invest to improve 100 storm overflows, to protect more of the Upper Mersey and Irwell rivers and improve water quality. Further investment is proposed for sustainable rainwater management to provide more space for rainwater in our public spaces, to further reduce spills.

### **Successes**

Despite still facing challenges, our waterbodies have improved dramatically over the past 40 years. In the 1970s and 1980s for example, aquatic life was virtually absent from the River Mersey whereas today an increasing proportion of our rivers are moving to moderate condition. Key successes include:

- **Otters** have been sighted in over half of Greater Manchester's catchment after having dwindled to near extinction – they are now known to be breeding in the city-region.
- **Fish** were equally absent from the **River Mersey** in the **1980s**, whereas they have now returned, along with mayflies, to all areas of the river.

- The **restoration of major canal routes**, including the **Rochdale canal**, have created popular recreation routes from derelict under-used spaces, connecting us to our industrial heritage.
- The **Medlock Valley Nature Partnership**, led by Groundwork Greater Manchester, is working towards habitat improvements along 30ha of the Medlock River valley.
- Work to install natural flood management measures including leaky dams, used to slow the flow of water and reduce flood risk, have recently been undertaken at **Moston Brook, Crompton Moor, Brownley Brook and Smithills**.

### 3.1.5. Woodlands, trees and hedgerows

#### ***Overview***

There are estimated to be over 11.3 million trees across Greater Manchester, with a combined tree canopy covering just over 15% of city region<sup>24</sup>. Our woodlands include broadleaved mixed woodlands, ancient woodlands, clough woodlands and wet woodlands, upland oak woodlands and wood pasture, alongside veteran and notable trees, newly planted trees and plantations.

Some important woodlands have been designated as SSSIs and Local Wildlife Sites, such as Cotteril Clough and Sunbank Wood, but many more woodlands are unprotected. There is also over 850ha of woodland designated as ancient in Greater Manchester. Along with a large number ancient and veteran trees, these are considered irreplaceable habitats<sup>18</sup>.

On the whole, our woodlands are mainly broadleaved – with species such as oak, sycamore, ash, birch, willow, hawthorn, hazel and holly. There are 641ha of land managed as part of the Public Forest Estate. These provide areas of predominantly broadleaved woodland as well as extensive grassland, heathland and open water with public access for local communities to enjoy.

In urban areas, trees play a vital role in greening our streets. The city-region is also home to one of the UK's rarest native trees, the Manchester Black Poplar - its association originates from the industrial revolution, where it was found to be one the few trees that could cope with the high levels of pollution. Alongside providing habitat, some of our woods, hedgerows and trees are open to public access providing a wide range of other benefits, such as providing shade and shelter on streets and public spaces, sequestering and storing carbon, reducing flood risk, stabilising riverbanks and reducing soil erosion.

#### ***State***

At 15%, Greater Manchester's tree canopy is above the national average, but below that of other cities like London. Our tree canopy cover is not evenly distributed, and our most densely populated areas often have very low tree cover. Generally, our woodlands are fragmented, with greater concentrations along river valleys in the northwest and southeast of the city-region. There is much lower tree cover in the uplands of the South Pennines and Dark Peak, where it is generally restricted to cloughs.

Some woodlands are in good or recovering condition, however the vast majority generally remain in poor condition and funding for their long-term management is lacking. We also know that Greater Manchester has a high proportion (66%) of unmanaged woodlands. There is potential to improve the management of these woodlands to better support biodiversity and reduce the impact of key issues including disease (such as Ash dieback) and high impact invasive plants (such as Himalayan balsam).

Hedgerows in both our urban and rural areas can act as corridors for species – allowing wildlife to move across landscapes and providing food, shelter and homes for species such as birds, bats and small mammals. Over recent decades more and more of our hedgerows have been removed and replaced with fencing.



Significant efforts are being made to increase the number of trees and hedgerows being planted across the city-region. An estimated 917,000 trees have been planted in Greater Manchester since 2017, coordinated by City of Trees, as part of a landscape scale ambition for a northern forest<sup>25</sup>.

## **Successes**

- **Between 1991 and 2016, Red Rose Forest<sup>26</sup> and its six local authority partners, delivered over 1200ha of new planting totalling more than 2.4 million trees.** These schemes now provide habitats for a wide range of birds, insects, mammals and have provided urban communities with the opportunity to experience wildlife on their doorsteps.
- The schemes included projects such as: **Dainewell Woods in Trafford** where a 40ha planting scheme was delivered in 1995; a 25ha woodland at **Giants Hall in Standish Wigan** and a 15ha woodland planted as part of the new **Cutacre Country Park in Bolton**. **New woodlands were also planted on former landfill sites** in Salford, Bolton, Bury, Manchester and Trafford, which have adapted well to the tough site conditions and are now important places for wildlife.
- Red Rose Forest became City of Trees, expanding across the rest of Greater Manchester and building on this legacy and working towards a target to plant 3 million more trees.

### **3.1.6. Lowland wetlands and mosslands**

#### **Overview**

Western areas of the city-region (parts of western Salford, Trafford and parts of south-eastern Wigan) are home to much of our remaining lowland wetlands and mosslands. Together with neighbouring areas, these form part of the Great Manchester Wetlands Nature Improvement Area<sup>27</sup>.

‘Mossland’ is a local term for lowland raised bogs and areas that were formerly bogs, much of which have now been converted to farmland due to the highly productive underlying peat soils. They are distinctive flat, boggy, open landscapes, with remnant pockets of ecologically important lowland raised bog, alongside fen, wet woodland, wet grassland and freshwater habitats. They support a range of species, such as common lizard, brown hare, black darter dragonfly and rare sundew plants

Greater Manchester is also home to unique wetland habitats called flashes, a result of the industrial legacy of ground subsidence following mining. These former mines, along with spoil heaps have often been reclaimed by nature, creating a network of open water and lowland wetland habitats. This mosaic of wetland habitats supports an array of rare wetland species such as bittern, willow tit, water vole, as well as great crested newts and invertebrates. A variety of other habitats are also found outside of these areas, such as wet woodlands, wet heath and grasslands, former floodplain meadows, reedbeds, ponds.

Together our lowland wetlands and mosslands form a unique and diverse landscape of water, fen, wet grassland, wet woodland and lowland raised bog and offer a rich mosaic of semi-natural landscape for wildlife.

#### **State**

These habitats were once much more extensive but much of our original lowland raised bog (an estimated 95-97%), fens and other wetland habitats have been lost or drained for conversion to agriculture, peat extraction and development.

Now only fragments of a once extensive area remain and lowland raised bog is one of Western Europe’s most threatened habitats. The significance of these remaining habitats is recognised in

designations, such as the Manchester Mosses Special Area of Conservation. These designated areas are often poorly connected and there are large parts where the landscape is degraded.

Around 5,000ha of peat soils are estimated to lie underneath lowland, largely agricultural areas and remaining lowland raised bogs and wetlands<sup>28</sup>. Agricultural use (such as turf production, cropland, intensive grassland) on these peat soils means that these areas are estimated to be emitting around 130,000 tonnes of CO<sub>2</sub>-equivalent per year, contributing to the climate emergency<sup>28</sup>.

### **Successes**

After years of degradation, including by heavy industry and mineral extraction, work to restore areas of our lowland wetlands and mosslands is demonstrating the power of nature to recover.

- The **Flashes of Wigan and Leigh** were formed on land that had subsided after coal mining activities. Previously a former industrial wasteland, the area is now a mosaic of wetland habitats for people to enjoy, supporting rare species such as **bitterns** and **willow tits**, and declared in 2022 as an 1800-acre National Nature Reserve.
- On **Chat Moss**, which spans Salford and Wigan, an area that was originally lowland raised bog (a rare and threatened habitat) has been degraded by agriculture and peat extraction. However, restoration efforts have seen nature recover in these areas, such as **Astley and Bedford Mosses**, **Cadishead Moss** and **Little Woollen Moss**. Species such as nightjar, the large heath butterfly and sundew (one of the UK's few carnivorous plants) can now be found on the mosslands. A **new National Nature Reserve** has now been declared that covers parts of Chat Moss - **Risley, Holcroft and Chat Moss National Nature Reserve**.

### **3.1.7. Upland moorlands**

#### **Overview**

Upland areas extend along the northern and eastern edges of the city-region and form part of a much larger expanse of upland moorlands, stretching into the Peak District and Lancashire.

Our upland moorlands have been shaped not just by the underlying geology and location but also by centuries of historical clearance, industrial pollution and contemporary management practices, which has created a unique blend of habitats. Characterised by deep valleys and open moorland plateaus, our upland habitats include expanses of blanket bog and heath, clough woodlands, alongside acid grassland and freshwater areas. The importance of these habitats is reflected in a range of international, national and local designations.

The intense rural character and isolation of the uplands stand in striking contrast to our urban areas, offering panoramic vistas and a sense of remoteness. They are crucial spaces not just for nature but also for outdoor recreation, offering long-distance trails and popular reservoirs. They also remain working landscapes and managed places used for raising livestock or grouse and supplying water.

#### **State**

Our uplands have been subject to drainage, pollution, grazing, burning and management over the 20<sup>th</sup> Century. In a healthy state, many of the moors surrounding Greater Manchester would be much wetter than they are now. A high-water table is critical for blanket bog habitat to become active, and grow peat rather than losing it; this helps reduce fire risk and sequester more carbon.

At present, only 10% of upland moorlands, over deep peat, are thought to be in good condition, 66% needs improvement and 24% is in poor condition<sup>28</sup>. As a result, peat soils in our uplands are emitting an estimated 60,000 tonnes CO<sub>2</sub> equivalent per year, rather than locking more carbon away.

Concerted efforts are being made to restore blanket bog and a diverse mosaic of other upland habitats (including upland clough and oak woodlands), not only as space for nature but also to reduce carbon emissions, improve the quality of our water supply and reduce flood risk downstream. However, the scale of the challenge is significant and there is potential to scale up efforts to deliver better habitats for nature and vital public services for people.

Our upland habitats are particularly vulnerable to climate change and more extreme weather. With our changing climate, increased risk of wildfire will put these habitats and species, like mountain hare, under more pressure.

### ***Successes***

Some upland areas were damaged by acidification during the industrial revolution. Efforts to restore them can provide spaces for nature and people to enjoy, as well as storing more carbon and water to reduce flood risk downstream.

- At **Dovestone Reservoir**, conservation work has been carried out to make the bog wetter again, blocking the gullies and revegetating the bare peat by planting sphagnum mosses with the help of local volunteers. This prevents peat being washed out into our drinking water, helps lock in carbon to tackle climate change, and also provides habitat for upland birds.
- On **Saddleworth Moor**, conservation efforts have helped bring degraded moorlands back to life by blocking gullies and re-vegetating bare peat to benefit wildlife and reduce flood risk in urban areas. Over 2,000 dams have been installed to stabilise the peat and help establish growing conditions for moorland plants including heather, bilberry and cross leaved heath and sphagnum.
- On **Crompton Moor**, 4,000 trees have been planted covering an area of 2ha and nearly 4,000 sphagnum plugs which will hold water back on the moor and help reduce flooding.
- On **Holcombe Moor**, local communities, upland farmers, environmental charities and universities are working together on innovative methods of peatland restoration. 3,500 bunds have been constructed, rewetting the deep peat plateau and creating favourable conditions to plant over 500,000 sphagnum plants. Benefits including increasing carbon and water storage.

### **3.1.8. Grasslands and farmland**

#### ***Overview***

Grasslands and farmland, including pasture for livestock and croplands, cover almost 30% of the total land in the city-region. The vast majority of this land is heavily managed and has been altered, or modified, for other uses and could support more wildlife. Historically our agricultural land has been largely used for livestock rearing and arable businesses. Livestock farming still dominates the northern and eastern edges of Greater Manchester and maintains large areas of pasture and upland acid grassland. Arable areas and croplands are largely found along the western edges of the city-region.

There are now very few remaining species-rich semi-natural grasslands (such as neutral grasslands and marshy grassland) in Greater Manchester. Species-rich grasslands<sup>29</sup> are those that have been less altered through reseeding, application of fertiliser or drainage and tend to have more flowers and wildlife. Those that do remain are often restricted to nature reserves, designated sites, and are found in areas like road verges, recreational sites, churchyards, and urban brownfield sites, often forming mosaics with other habitats. Despite this, those species-rich grasslands that do remain, such as former flood meadows along the Mersey, still support rare species such as orchids, wildflowers and fungi.

### **State**

Our semi-natural grassland habitats and lowland heaths are considered some of the most threatened habitats in Greater Manchester. Despite their increasing scarcity, these remaining semi-natural grasslands are of high ecological value, hosting a variety of plant and animal species. They are often highly fragmented, making it difficult for species to move between them. Pressures from urbanisation, land-use or land management change, can also threaten these remaining habitats.

Most of our agricultural grasslands have been modified for livestock farming or crop production due to national policy and financial incentives over the last 70 years. As a result, these spaces have the potential to support more wildlife than they currently do, alongside food production. Greater Manchester is also known to be a historically 'cold spot' for the uptake of agricultural environment grant schemes – which pay farmers for wildlife-friendly actions. Greater uptake of these schemes could help reward farmers for more wildlife-friendly food production, supporting business and nature.

### **Successes**

- The **South Pennines Grasslands Project**, covering Greater Manchester and Lancashire, created 50ha of new species-rich grassland and brought 200ha into positive management.
- At the **Roch Valley**, Rochdale Council and Groundwork Greater Manchester have established 8ha of new lowland hay meadows and new native hedgerows.
- Our local authorities are increasingly championing '**No Mow May**', leaving more areas of public grasslands as urban meadows. Rochdale Council has planted ten verges with a mix of annual and perennial plants to attract bees. Trafford Council has introduced better habitats for insects and pollinators by creating wildlife corridors, meadows and beds in seven parks. Stockport Council has introduced differential mowing in several urban sites to increase areas for nature.

## **3.2. Pressures on nature**

Across the city-region there are several major pressures on our natural environment.

### **3.2.1 Urbanisation and development**

Land in Greater Manchester is limited and is under increasing demand to meet the variety of needs of those that live and work here. These include the need to provide homes, commercial space, transport, utilities and energy generation, and space for recreation or leisure activities and for food growing. If these activities are not carefully planned and designed with nature at their heart, they will act to further restrict space for nature. Without careful planning and decision making, our remaining natural spaces will progressively become smaller and more isolated, preventing nature from adapting to changes in our climate. Making space for nature alongside balancing competing demands on the use of our land, and planning for nature recovery, is critical to responding to the biodiversity emergency.

### **3.2.2. Pollution and litter**

Pollution from urban areas and agricultural land, including runoff from roads and other forms of contamination such as micro/macro plastics and phosphates, is a key problem for our water quality. An extensive network of combined sewer overflows also impacts our water quality. The 793 overflows in the city-region spilt an estimated 21,391 times in 2022. Poor water quality in turn impacts aquatic wildlife and can affect public health. Providing more space for water, through features like raingardens, can help capture and filter polluted water. Greater Manchester also has a significant legacy of land contamination and has large areas of land used as waste tips and issues around

littering in our green spaces. Air and light pollution also have an adverse effect on sensitive wildlife, particularly nocturnal wildlife, such as bats and badgers.

### **3.2.3. Agricultural intensification**

Food production is a key part of rural identity. As stewards of more than 30% of Greater Manchester's land, the agricultural sector can have a significant influence over nature recovery across the city region. Agricultural policies, subsidies and incentives, as well as low profit margins, have encouraged the intensification of agriculture, reducing space for wildlife across many of our remaining agricultural areas. Changes to these policies and the introduction of new incentives are providing new opportunities for farmers to further enhance their land for nature.

### **3.2.4. Climate change**

Rising temperatures will impact sensitive habitats and increase the vulnerability of species, whilst more unpredictable weather and increased wildfire risk may force wildlife to move. Our upland species, adapted to cool conditions, are particularly at risk<sup>30</sup>. Climate change may also reduce the ability of our natural environment to provide us with benefits such as carbon storage - by reducing the area and sustainability of peat-forming bog systems. Across Greater Manchester, increased drought could also impact calcareous grasslands, especially on thin soils and may result in rivers, streams and ponds becoming more seasonal and at risk of drying up. With changing temperatures, we will also see the increasing arrival of new species.

### **3.2.5. Diseases and high-impact invasive species**

High-impact invasive species, such as Himalayan balsam, Japanese knotweed and Giant hogweed, and diseases, such as Ash dieback, are found across Greater Manchester<sup>31</sup> and impact upon the quality of our remaining habitats and their ability to support wildlife.

#### 4. Vision and targets: Where do we need to get to?

Despite some progress over past decades, when looked at as a network we know that our best remaining spaces for nature are now often highly isolated and fragmented. This means that wildlife currently struggles to move between these sites, as there are often large distances between them. Many sites are also small and with habitat loss the area remaining is not enough to reverse the decline of local species. To enable nature to recover, our remaining spaces for nature need to be not only bigger and better but crucially more joined up, allowing wildlife to move between them.

Given the continued pressures facing nature, we need to plan proactively to ensure that the city-region has resilient safeguarded spaces for wildlife and people to thrive. This will help nature to bounce back and, at the same time, provide spaces that improve our health and well-being, reduce flood risk, improve water quality and better adapt the city-region to climate change. One of the best ways we can do this is by creating more connections between these often isolated and fragmented sites, as well as safeguarding and expanding them. As Greater Manchester grows, we can grow a better network for nature, in and around our homes and businesses.

##### The Lawton Review

This approach echoes that set out in the 2010 Lawton Review, called ‘Making Space for Nature’<sup>32</sup>. The Lawton Review concluded that England’s wildlife sites, despite their diversity, did not comprise a coherent and resilient ecological network, let alone one capable of coping with the challenge of climate change and other pressures. To address this, the Lawton Review called for the creation of a healthy ecological network operating across the landscape as a whole, not in isolated sites. To do this, Lawton says, we need to not just create more spaces for nature but make our network of sites bigger, better and more joined up.

This means:

- Protecting and enhancing what we have, with better management
- Increasing the size of wildlife sites
- Enhancing connection by creating new wildlife corridors or stepping stones
- Creating new sites
- Reducing pressure on wildlife by improving the wider environment

The recommendations of the Lawton Review are now being taken forward across the UK, and elsewhere in the world. It is integral to the Environment Act 2021 and has shaped current national policy government ambitions for a national nature recovery network, which this strategy will form part of.

##### 4.1. Vision

To halt, and in time, reverse local biodiversity loss and to help nature recover, we need everyone to work together and play their part. Nature needs space to be able to recover – this means enhancing and safeguarding our best nature-rich sites and creating and restoring sites where there is opportunity. By reconnecting these sites, we can all create a network for nature and, at the same time, green spaces and recreational routes for people to enjoy.

**Our collective vision for nature recovery in Greater Manchester is to work together to deliver a resilient network for nature across the city-region, connecting and enhancing wild spaces so that people and nature can thrive.**

##### What is a nature network?

Nature recovery is about enhancing and protecting our best nature rich sites and creating and restoring sites where there is opportunity. Across the city-region many of our best remaining sites for nature are fragmented and isolated. By connecting these sites, we can all work towards corridors for nature and new green recreational routes for people to enjoy – a Nature Network.

## 4.2. Aims

Our collective vision for nature can only be achieved by working together across our city-region, with communities, developers, local authorities, businesses, charities and institutions all playing a part.

To deliver on this vision we need Greater Manchester to be a place where we all:

- **Enhance and protect:** Safeguard, enhance and restore wildlife-rich spaces.
- **Create and connect:** Create more wildlife-rich resilient spaces, where they will expand and connect spaces for wildlife and people.
- **Build resilience:** Manage and reduce pressures on our environment and waterways and maximise nature's role in adapting the city-region to climate change.

To achieve these aims we need to:

- **Act together:** Work together to take action for nature and embed space for nature and people to thrive across all our communities.
- **Accelerate action:** Boost the pace and scale of action for nature in response to the biodiversity emergency.
- **Improve access:** Improve local access to nature and ensure there are more opportunities to enjoy nature responsibly, in those areas which need it the most.
- **Engage and value:** Better engagement with nature and recognition of its value in our lives and economy.

## 4.3. Targets

To track progress towards our vision and aims, we need to set clear and monitorable targets.

Working with partners we have selected headline targets for our three key aims, to drive forward nature recovery over the decade. These will be monitored and reported on annually. Action beyond these targets is crucial but these targets will be used to focus action and enable regular reporting on progress.

You can understand more about how these targets were set and the rationale behind them by reading appendix 7.

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**Aim 1 - ENHANCE AND PROTECT:**  
Safeguard, enhance and restore  
wildlife-rich spaces

**Target 1:** To increase the amount of land designated for nature by 5,000ha by 2035, growing this from 11% to 15% of the city-region.

**Target 2:** To bring 50% of sites designated for nature into active management for nature conservation by 2035.

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Aim 2 - CREATE AND CONNECT:</b><br>Create more wildlife-rich resilient spaces, where they will expand and connect spaces for wildlife and people                     | <b>Target 3:</b> To restore or create 1,800ha of new wildlife-rich land by 2035, and target delivery within the Nature Network.<br><br><b>Target 4:</b> To provide at least 3 ha of accessible green space per 1,000 residents by 2035.                                                                                        |
| <b>Aim 3 - BUILD RESILIENCE:</b> Manage and reduce pressures on our environment and waterways, and maximise nature’s role in adapting the city-region to climate change | <b>Target 5:</b> To reduce spills from combined sewer overflows into our waterbodies by disconnecting 150ha of land from our drainage network by 2030.<br><br><b>Target 6:</b> To better adapt the city-region to the impacts of climate change by expanding our tree canopy cover from 15% to 17% of the city region by 2035. |

These are the headline targets for the strategy – annual progress towards these targets will be published on an accessible dashboard on the GMCA website. To ensure accountability, progress on these targets will also be reported annually to our Natural Capital Group, Green City Region Board and Green City Region Partnership.



## 5. Nature Network: Where is best for nature?

### 5.1. A spatial strategy for nature's recovery

To drive nature recovery, we need to set out the best places to act for nature across Greater Manchester. A key purpose of this Local Nature Recovery Strategy is to identify locations to create or improve habitats, where it is most likely to provide the greatest benefit for nature, communities and the wider environment. This is to enable resource to be targeted where it will have greatest impact and to encourage more coordination in habitat creation and improvement efforts.

This section outlines a long-term spatial vision for nature's recovery, showing those areas already important for nature and areas where there are opportunities to work towards a network for nature across Greater Manchester – one that connects with areas beyond our boundaries as part of the National Nature Recovery Network. Working towards the National Nature Recovery Network is central to the government's goal for improving nature by joining up our remaining natural spaces across England (as outlined in the Environment Act) and achieving the strengthened biodiversity duty.

The Greater Manchester Nature Network is based on established evidence and thinking on nature recovery in the UK, in particular the Lawton principles of “bigger, better and more joined up”. This involves recognising our best remaining wildlife sites as the building blocks for our Nature Network and taking action to:

1. Improve their quality.
2. Increase their size.
3. Enhance the connections between them
4. Create new sites altogether.
5. Reduce pressures on nature by improving the wider environment.

The Nature Network aims to have a positive influence on the growth and development of the city-region. It can be used to target efforts by charities and partnership, help planners and developers to understand and contribute towards nature recovery, alongside the delivery of new neighbourhoods, offices and commercial spaces. The Nature Network is intended to guide and inform action; it does not introduce any new designations or restrictions on land use above those already provided by existing legislation and planning policy, nor is it a barrier to development.

Action outside of this Nature Network is just as important. Alongside the Nature Network, action can take place anywhere across the city region to help nature recovery. There are many opportunities to do this in every community and everyone can play a part in delivering action.

You can read more about how our Nature Network was developed in appendix 2.

### 5.2. The Greater Manchester Nature Network

#### 5.2.1. What makes up the Greater Manchester Nature Network?

To put these principles into practice across Greater Manchester, our Nature Network (referred to as the Local Habitat Map under LNRS national regulations and guidance) is made up of core local nature

sites and nature recovery opportunity areas, which are described in more detail below<sup>33</sup>. Our Nature Network shows our best areas to boost ecological connectivity – where action for nature will have the biggest impact and where funding for nature recovery should be concentrated. Targeting action within the Nature Network can help build resilient spaces for wildlife and deliver new better connected green spaces for people.

### **Core local nature sites:**

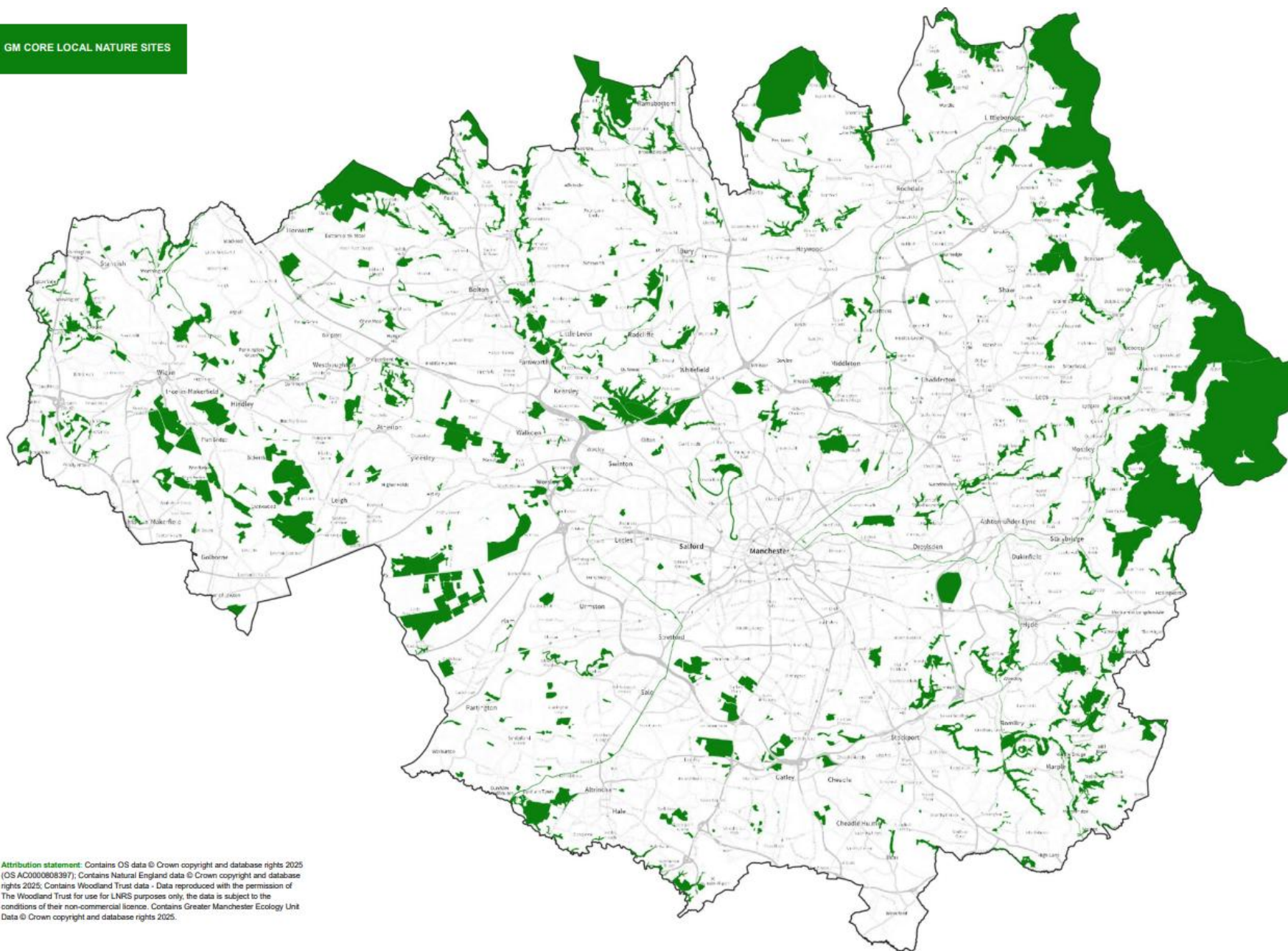
**What are they?** These are our best remaining wildlife sites across the city-region and are already recognised for their importance for biodiversity (our “areas of particular importance for biodiversity”). Those areas eligible for inclusion in this map are tightly defined by Defra, in national LNRS regulations and guidance, and include statutory and non-statutory designated sites and irreplaceable habitats. The intention behind this approach is to establish a nationally consistent baseline map. Following national guidance, the map of core local nature sites for Greater Manchester contains:

- **Nationally designated sites** for their value to nature, including: Sites of Special Scientific Interest (SSSI); Special Protection Areas (SPA), Special Areas of Conservation (SAC), National Nature Reserves (NNR).
- **Locally designated sites** for their value to nature, including: Local Nature Reserves (LNR) and locally designated Local Wildlife Sites (LWS) (called Sites of Biological Importance (SBI) in Greater Manchester).
- **Irreplaceable habitats** as defined by Defra<sup>18</sup>, in Greater Manchester this includes – ancient woodland, ancient trees and veteran trees, lowland fen and blanket bog.

When viewing the Core Local Nature Sites all input datasets were correct as of May 2025.

**What we need to do?** These are our most important sites for nature, core areas of our ecological network and the foundation of our Nature Network. These sites are all subject to existing national and local policies and legislation, which must be adhered to when considering any activity. They cover around 11% of Greater Manchester and are fragmented, poorly connected and often not in as good condition as they could be. We need to improve their condition, through better management. At the same time, we need to identify opportunities to expand and better connect these sites.

## GM CORE LOCAL NATURE SITES



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**Nature Recovery Opportunity Areas:**

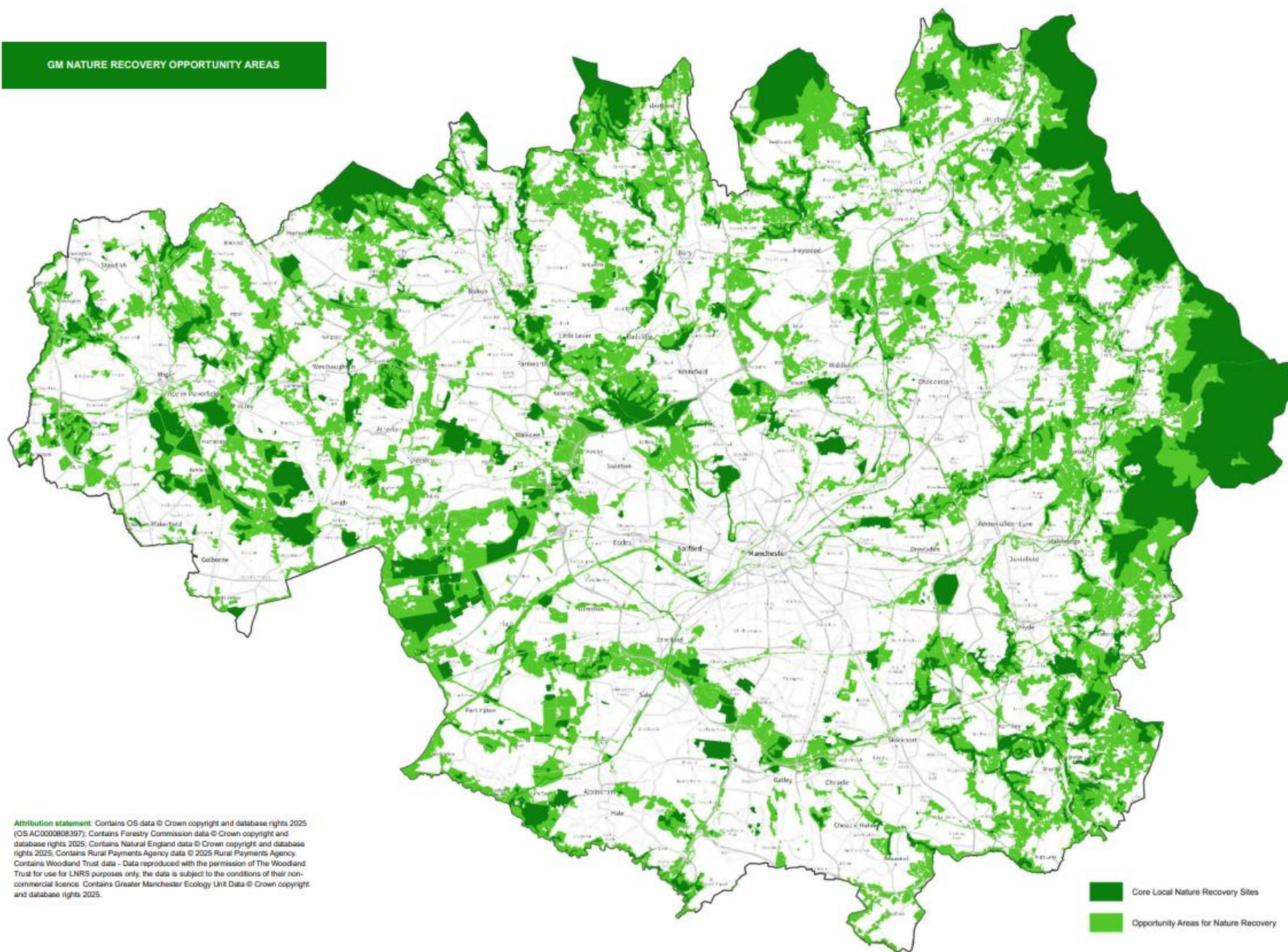
**What are they?** These are areas where action to enhance, restore or create different types of habitats (i.e. woodlands, grasslands, moorlands, waterbodies and wetlands) would expand and better connect our core local nature sites. These are our opportunity areas for nature recovery (our “areas which could become of particular importance for biodiversity” under national regulations and guidance), where more ambitious action for nature should be prioritised and are where we can have the greatest impact by planning, coordinating and focusing efforts and resources. An ecological modelling approach was used as part of the basis for developing the opportunity areas, based on best available data (see appendix 2).

**What we need to do?** These are areas where the creation and restoration of habitat could have the greatest impact on nature’s recovery. They are spaces that are often used and managed in a range of different ways and for different purposes (e.g. for food production, sports and recreation, education). They are also strategically important for the Nature Network and we need to deliver for nature alongside these other land uses, where possible, for example, by creating areas for sports or food growing that also benefit biodiversity. These opportunity areas are not designated or protected for nature, nor are they barriers to development in themselves. Some of these opportunity areas might eventually, if conditions are met, become core local nature sites.

For nature to recover, action is also still hugely important outside of the Nature Network, to make our wider urban and rural landscapes more wildlife friendly and to boost access to nature across the city-region.



## GM NATURE RECOVERY OPPORTUNITY AREAS



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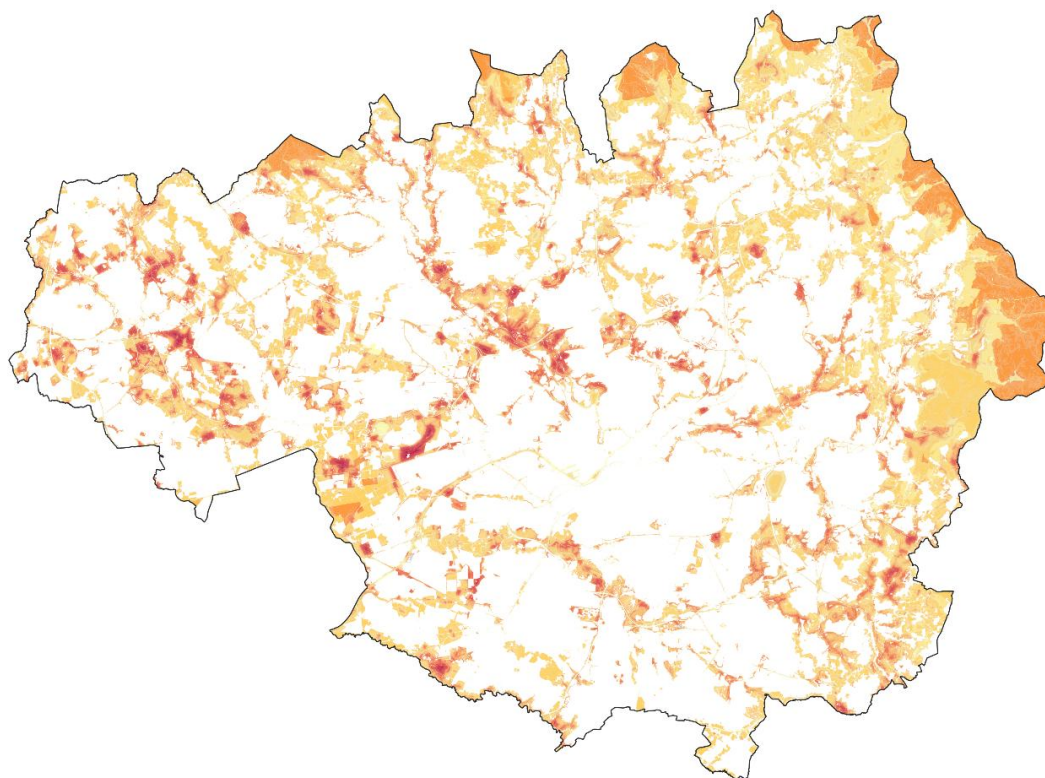
### **Maximising socio-economic benefits**

Alongside benefiting nature recovery, delivering the Nature Network will have wider benefits for people, the economy and the environment – these benefits are often referred to as ecosystem services. These are benefits that society derives from healthy well-functioning ecosystems, such as improved health and wellbeing, food, water, reduced heat risk, improved water and air quality, carbon sequestration and noise mitigation.

There is significant overlap between the Nature Network and the areas in Greater Manchester with the greatest capacity to deliver ecosystem services. The Nature Network is particularly beneficial for delivering the following benefits: noise regulation, climate regulation (heat hazard), carbon sequestration, flood mitigation and air purification.

The image below is a heatmap of the areas with the greatest potential to deliver ecosystem services within the Nature Network<sup>34</sup> – this heatmap shows areas that are particularly beneficial for noise and climate regulation, carbon sequestration, flood mitigation and air purification.

### **Heatmap of ecosystem service capacity of the Nature Network**



*Red and orange areas indicate higher capacity to deliver ecosystem services, yellow areas have lower capacity, derived from the EcoservR spatial tool<sup>34</sup>*

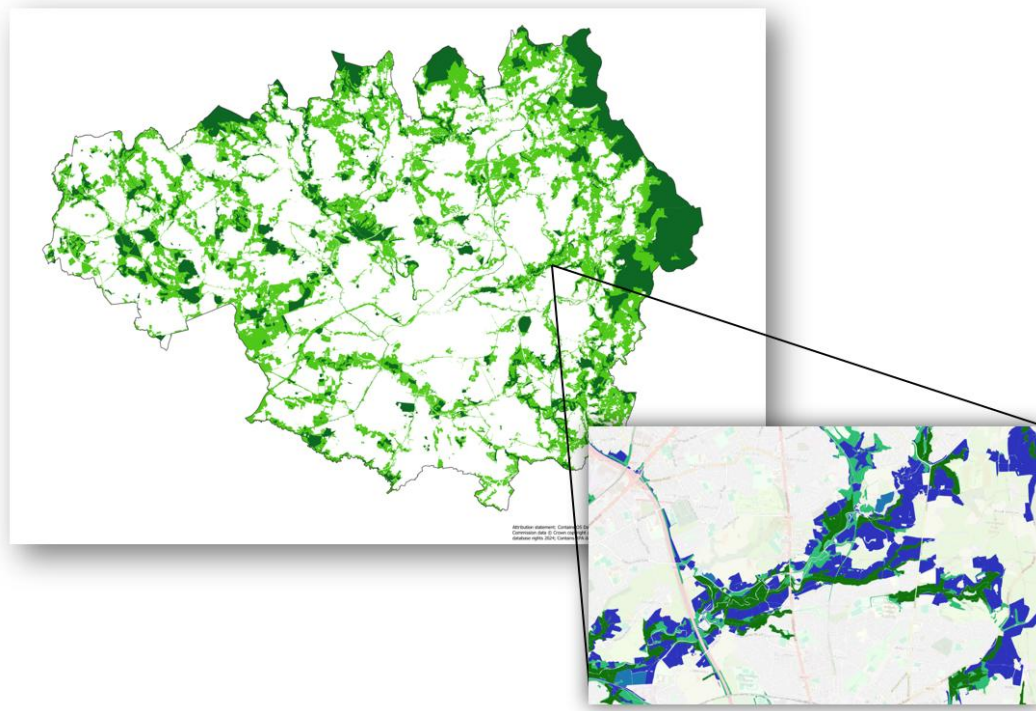
### **Mapped actions**

To help guide delivery of the Nature Network, we have identified and mapped locations where action to enhance, restore or create different types of habitats (for example woodlands, grasslands, moorlands, waterbodies and wetlands), might be possible and most beneficial.

Only certain habitat actions have been mapped within the Nature Network (see appendix 2). This is because not all actions can be mapped spatially, as some actions are not geographically specific and would be beneficial across much of the city region. Actions were chosen to be mapped based on a range of factors that enabled identification of those which, if implemented, could help boost ecological connectivity and enhance Greater Manchester's Nature Network (see appendix 2). For this reason, all actions have the same status everywhere, not just where they are mapped - so it is important to also refer to the full list of priorities and actions in the next section.

The image below shows an example of some of the detail available within the nature recovery opportunity maps for different mapped actions, using some of our woodland actions as an example. Each of the different colours shown on image denote a different mapped action, such as action to 'safeguard and enhance ancient, long-established and designated woodlands, veteran and notable trees' or locations to 'target native woodland, hedgerow, and scrub creation, where it will connect existing woodlands across urban and rural landscapes'. To see more visit our [interactive map](#) of the Nature Network.







### 5.2.2. Taking action within the Nature Network

#### **Understanding and using our opportunity areas**

- Our opportunity area maps suggest locations that are potentially suitable for carrying out different habitat actions to help achieve the priorities set out in this strategy, for example, areas have been identified for woodland habitat creation and species-rich grassland habitat enhancement and many other actions. You can view these via the interactive map on our website. Targeting action in this way is crucial for effort and resources to be focused where they will have the greatest impact and to encourage more coordinated action.
- When using our opportunity areas, it is essential to follow our overarching principles of habitat enhancement, creation and restoration (set out in our section on habitat priorities). For example, site assessment and surveys still need to be undertaken to understand site suitability, as much of the map is based on ecological connectivity modelling.
- As space is limited in the city-region, many of our opportunity areas have the potential for the delivery of actions for multiple habitat types. This means that opportunity areas for the different habitats (i.e. woodlands, wetlands and grasslands) often overlap. Where multiple mapped actions overlap, each action should be treated as equally needed in this location. In locations that are good for multiple habitats, follow our habitat principles: undertake local site assessment; involve local ecological experts, communities and landowners; consider patchworks (or mosaics) of different habitats rather than pursuing one to the detriment of another.
- For nature to recover, action is also still hugely important outside of the Nature Network, to make our wider urban and rural landscapes more wildlife friendly. Only certain actions have been mapped within the Nature Network – this is because many actions are not geographically specific, being possible and just as beneficial across much of the city region<sup>35</sup>.
- Areas mapped for action within the Nature Network, including both the opportunity areas and the core local nature sites, are particularly suitable for the delivery of offsite BNG and determine where habitat creation or enhancement for BNG will be of high strategic significance in terms of the Defra statutory biodiversity metric.

#### **Permissions, consultation, permits and licences**

- The opportunity areas mapped within the Nature Network do not confer permission to create or restore habitat without following appropriate existing decision-making frameworks, consultation, permissions, permits or licenses, or to in any way circumvent standard pre-existing procedures or good practice around habitat creation, restoration or enhancement.
- The opportunity areas do not create any additional restrictions on how land can be used or managed by landowners or managers. It does not force landowners and managers to make any changes in how their land is managed - this remains their choice.
- The LNRS does not determine regulatory decisions, such as the result of Environmental Impact Assessments.

#### **Planning status**

Nationally, the government has made clear that LNRSs are not intended to act as a barrier to development, or place new restrictions on developing land or making land use changes. The planning system in England is designed to be “plan-led” through local planning authorities’ Local Plans. LNRSs have been designed to help Local Planning Authorities plan with regard to the natural environment.

The Environment Act 2021 sets out that local planning authorities in Greater Manchester must have regard to this LNRS in their policies, including those in their Local Plans. The LNRS has been designed to help the 11 local planning authorities in Greater Manchester (including parts located within the Peak District National Park Authority area) address priorities relating to the natural environment in their Local Plans. Development within these opportunity areas (or where it could have an impact on these areas) should therefore seek to support and deliver on the priorities set out in the strategy and help to work towards the wider ambitions of the Nature Network.

It is the responsibility of local planning authorities to decide how they have regard for the LNRS in their Local Plans and when making planning decisions. Local Planning Authorities could integrate the LNRS into their Local Plan in a number of ways, including setting out:

- How the Local Plan aligns its policies with the vision, aims, targets and priorities in the LNRS.
- How development should seek to support and deliver on the vision, aims, targets and priorities in the LNRS.
- How development should seek to enhance and protect the integrity of existing core local nature sites and boost the connectivity of the network within opportunity areas.

### **Biodiversity Net Gain**

Areas mapped for action within the Nature Network are key target areas for the delivery of offsite Biodiversity Net Gain across Greater Manchester. Areas mapped within the Nature Network will be used to determine where habitat creation or enhancement for Biodiversity Net Gain will be of 'high strategic significance'. This means that creation or enhancement of habitat to generate biodiversity units for the purposes of Biodiversity Net Gain benefits from a 15% uplift in the Defra statutory biodiversity net gain metric, if that creation or enhancement is in an area mapped in the LNRS and the action/s identified for nature recovery in that area are actioned.

## **5.3. Beyond the Nature Network**

The Nature Network indicates where habitat enhancement, creation or restoration could be particularly beneficial to deliver nature recovery. However, that does not mean that taking this action should not be pursued in many other locations across Greater Manchester, not prioritised as opportunity areas. The opportunity areas and core local nature sites identified in this strategy should not be interpreted as the only locations where nature recovery actions should take place.

Action can take place anywhere across the city region to help realise the priorities in this strategy. Areas that do not have actions mapped onto them are equally important. For example, the urban actions, set out in this strategy, should be pursued in all built up areas in GM, as well as on new regeneration and development sites – as illustrated in the images on the next page.

There are many opportunities to deliver actions for nature in every community, whether this is through wildlife-friendly gardening, creating new pocket parks or greening a neglected space.

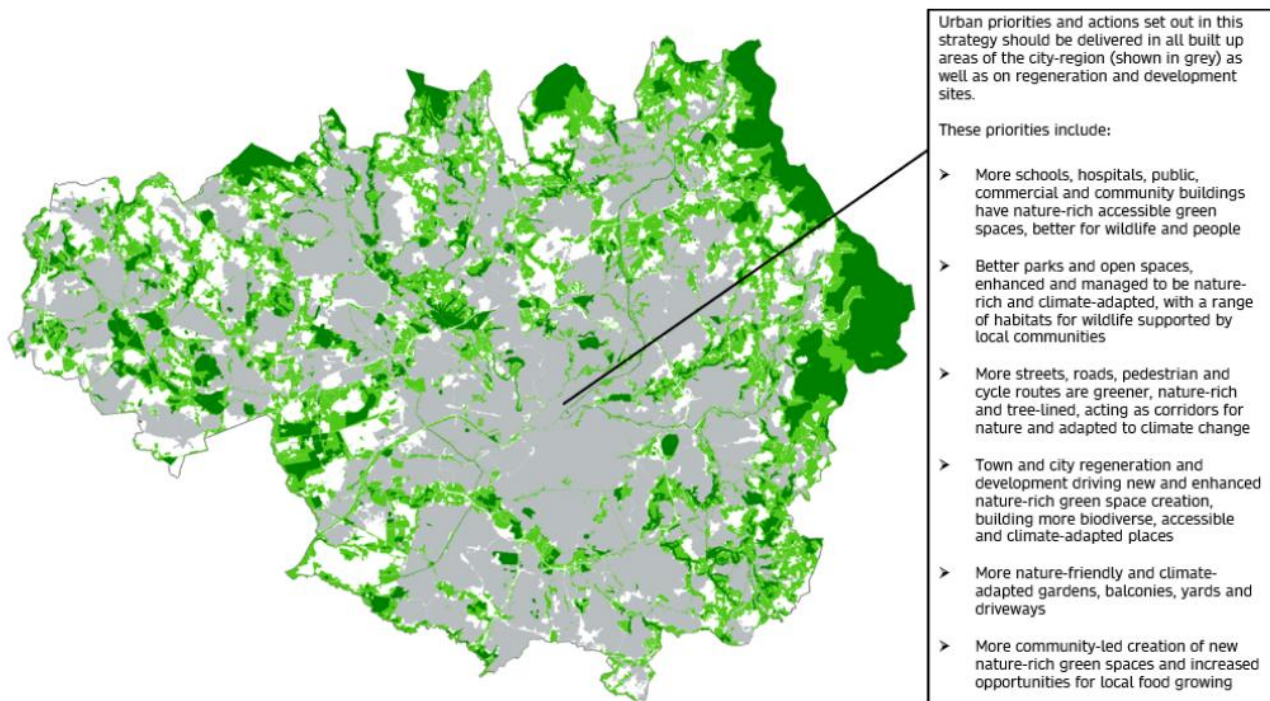
### **The wider environment:**

**What is it?** These are areas that are not mapped as part of the Nature Network. However, this does not mean action there is not just as important. In the areas that are not mapped, action is still crucial for local people and wildlife and can make a huge contribution towards delivering a more sustainable and wildlife-friendly city region.

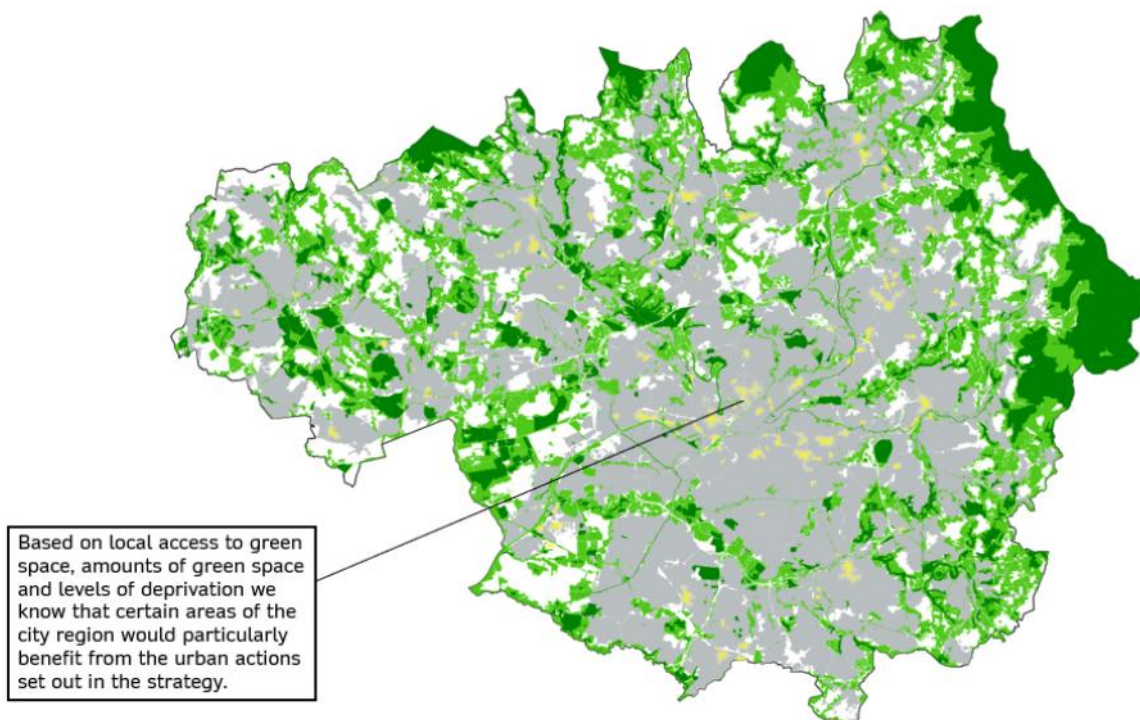
**What we need to do?** In the wider environment, we can still take action by making these areas more wildlife friendly and nature rich. Even small areas like gardens and streets can be made more wildlife friendly through planting street trees or creating ponds or new community growing spaces.

### ***Taking action on our urban priorities***

Looking beyond the Nature Network, we want delivery of the priorities and actions set out in this strategy to be considered in many locations across the city region. This is particularly relevant for our urban priorities and actions, as almost 50% of Greater Manchester is now classed as urban. The delivery of urban priorities and actions set out in this strategy should be considered in all urban or built-up areas of the city region as shown in grey on the map below.



There are also some areas where we know that the delivery of the urban actions would be particularly beneficial across the city region due to low existing levels of greenspace, low access to green space nearby and high levels of deprivation<sup>36</sup>. When considering where to deliver urban actions these areas (shown in yellow) would be particularly beneficial.



## 6. Priorities and Actions: What do we need to do?

The priorities set out in this section are the long-term end results of the strategy that we all need to work towards. Delivering on these priorities will help us to achieve the overarching vision and aims for local nature recovery.

Each priority is an outcome (i.e. what is to be achieved) and is accompanied by several practical actions – these are the activities that, if taken, would make a positive contribution towards delivering on this priority. Each priority may have several practical actions linked to it – working towards one or a number of these actions can help achieve a priority. The word “action” is used throughout the Greater Manchester LNRS to refer to the statutory measures set out in the Environment Act. To help cover the different types of places and spaces across Greater Manchester, we have divided priorities by broad habitat types and priority species. We have also included priorities for the urban buildings and urban green spaces which make up nearly 50% of the city region<sup>37</sup>.

Our habitat priorities will be of huge benefit to many species, as well as delivering wider social and economic benefits. Some species, or groups of species, are particularly at risk locally and need bespoke action beyond wider habitat priorities set out in this strategy. It is these particularly vulnerable local species that require focused attention and have been selected as target species for this Local Nature Recovery Strategy.

**Our technical guidance provides more information on achieving these actions and how you can work towards delivery (see appendix 8).**

### 6.1. Habitat priorities and actions

#### Principles for habitat enhancement, restoration and creation

Across all our habitat priorities there are several common principles that must be followed. These principles apply to all priorities and actions, as well as the delivery of actions within the Nature Network.

#### **Right habitat in the right place**

Ensure that habitat restoration and creation proposals occupy suitable sites and are not to the detriment of existing or other quality habitats, vulnerable species, or other features of environmental importance (example: scheduled monuments), by following existing principles (example: ‘right tree, right place, right reason’). Ultimately, this requires using this strategy as a starting point and then undertaking site-specific assessment for what works best on the land and the species it is important for.

#### **Follow best practice and standards**

Ensure compliance with legal requirements, standards, guidance, decision or assessment frameworks and best practice, as well as any permits and licences or existing plans when creating or restoring habitats (example: ‘Decision Support Framework for Peatland Protection’).

#### **Think long term**

Plan proactively for long term habitat management, maintenance and funding.

|                                          |                                                                                                                                                                                               |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Aim high</b>                          | When creating or restoring habitats - work towards achieving good condition, well-functioning habitats that support a greater abundance of species.                                           |
| <b>Tackle invasives</b>                  | Minimising and managing non-native invasive species is crucial to improving the condition of all habitats found in Greater Manchester, from waterbodies to woodlands.                         |
| <b>Build resilience</b>                  | Work proactively to build resilience against climate change, future pests, invasive species and diseases.                                                                                     |
| <b>Maximise multiple benefits</b>        | Deliver wider benefits wherever possible, such as improving health and wellbeing, storing carbon or reducing flood risk.                                                                      |
| <b>Involve residents and communities</b> | Work collaboratively from the outset with local residents, communities, volunteers, partnerships and businesses towards nature recovery.                                                      |
| <b>Improve responsible access</b>        | Support and work towards better access for residents and communities wherever possible and encourage responsible access to nature (example: following the <a href="#">Countryside Code</a> ). |
| <b>Monitor success</b>                   | Monitoring or tracking progress is crucial to understand success of efforts; this can be aided by involving communities and residents.                                                        |
| <b>Support landowners and managers</b>   | Support, and work in partnership with, landowner and managers (example: encourage more uptake of any available agricultural environment schemes).                                             |

### 6.1.1. Urban green spaces and buildings

#### ***Opportunity***

There are huge opportunities to make the urban areas where we live and work greener and more nature-rich. Creating space for nature has knock-on benefits in our everyday lives, improving our health and wellbeing, as well as helping to adapt the city region to climate change. Urban green spaces already provide vital refuges for wildlife and spaces for people to relax. We need more of these spaces and for them to be better connected for people and nature. Our urban green spaces have significant potential to become more nature-rich and at the same time better adapted to climate change.

Over recent years we have seen some inspiring examples of the greening of disused spaces for nature and people, such as Castlefield Viaduct in Manchester and Elizabeth Park in Bolton, helping us to better meet national green space standards<sup>21</sup>. There are many more unused and unloved spaces that could be converted to new community gardens, allotments or pocket parks through community-led action, creating healthier urban spaces for our future. Installing new green spaces in our streets and public spaces will help tackle inequalities in access to green space and better adapt the city-region to climate change. As we create new infrastructure and regenerate the city-region, there is potential to also increase, expand and better connect nature-rich green spaces, at the same time as creating resilient and attractive active travel routes and new developments.

Actions at any scale, whether a street tree, swift box, community garden or a new pocket park, can make a difference for both nature and local people. Supporting and involving communities is vital to ensure the success of any newly enhanced or created green spaces.

#### ***Priorities***

- More schools, hospitals, public, commercial and community buildings have nature-rich accessible green spaces, better for wildlife and people
- Better parks and open spaces, enhanced and managed to be nature-rich and climate-adapted, with a range of habitats for wildlife supported by local communities
- More streets, roads, pedestrian and cycle routes are greener, nature-rich and tree-lined, acting as corridors for nature and adapted to climate change
- Town and city regeneration and development driving new and enhanced nature-rich green space creation, building more biodiverse, accessible and climate-adapted places and buildings
- More nature-friendly and climate-adapted gardens, balconies, yards and driveways
- More community-led creation of new nature-rich green spaces and increased opportunities for local food growing

The term “green spaces” is used in these priorities to cover a range of urban spaces and land including parks, gardens, playing fields, street trees, woodlands, orchards, allotments, incidental urban green spaces like road verges and other urban green spaces including cemeteries, golf courses, civic spaces and community gardens. All of these spaces can form valuable havens for wildlife across the city region. Many rivers, canals and waterbodies pass through urban areas; these are covered by separate priorities on rivers, waterbodies and canals.

When delivering on these priorities always follow our habitat enhancement, restoration and creation principles.

### **Wider benefits**

These priorities will have benefits beyond just helping nature recover including:

- Improving our health and wellbeing
- More opportunities for social interaction and community building
- Reducing health inequalities and creating healthy resilient places to live and work
- Encouraging more visitors and supporting businesses
- Better managing extreme weather events including extreme heat and more intense rainfall events
- Increasing property values and providing quality places
- Reducing air pollution

### **Species supported**

These priorities will benefit many urban species including:

- Fox
- Hedgehog
- Common pipistrelle bat
- House sparrow
- Peregrine falcon
- Robin
- Starling
- Wild cherry



## **Actions**

Read our technical guidance for more information on achieving these actions and how you can work towards delivery (see appendix 8).

| Priority                                                                                                                                                       | Practical actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| More schools, hospitals, public, commercial and community buildings have nature-rich accessible green spaces, better for wildlife and people                   | <ul style="list-style-type: none"> <li>• Enhance and increase the diversity of existing green spaces and create dedicated wilder set-aside areas for nature.</li> <li>• Create more nature-friendly multi-use spaces, such as wellbeing gardens, community grow spaces or orchards, that provide habitats for urban species and benefit people.</li> <li>• Increase or expand nature-rich green spaces, where they will provide stepping stones or corridors that better connect existing green space and reduce barriers to species movement.</li> <li>• Support species by installing homes for wildlife.</li> <li>• Create or allow more space for water and install sustainable drainage, providing water for wildlife and adaptation to climate change.</li> <li>• Support and involve local communities in the creation and maintenance of spaces for nature.</li> </ul>                                                                                                                                |
| Better parks and open spaces, enhanced and managed to be nature-rich and climate-adapted, with a range of habitats for wildlife supported by local communities | <ul style="list-style-type: none"> <li>• Enhance and increase the diversity of existing green spaces and create dedicated wilder set-aside areas for nature.</li> <li>• Create and maintain longer grasses and wildflower strips.</li> <li>• Increase or expand nature-rich green spaces, where they will provide stepping stones or corridors that better connect existing green space and reduce barriers to species movement.</li> <li>• Support species by installing homes for wildlife.</li> <li>• Create or allow more space for water and install sustainable drainage, providing water for wildlife and adaptation to climate change.</li> <li>• Create more nature-friendly multi-use spaces, with improved access for all, such as pocket parks and community grow spaces that benefit urban species and people.</li> <li>• Support and involve local communities in the creation and maintenance of spaces for nature and improve public awareness of the benefits of nature recovery.</li> </ul> |
| More streets, roads, pedestrian and cycle routes are greener, nature-rich and tree lined, acting as                                                            | <ul style="list-style-type: none"> <li>• Enhance and increase the species diversity of streets and highways verges, with longer grasses, native wildflower strips or meadows and more dedicated spaces for nature.</li> <li>• Increase or expand nature-rich green spaces along existing and new streets, highways and cycleways (our Bee Network).</li> <li>• Create or allow more space for water and install sustainable drainage along our existing and new streets, highways and cycle paths (our Bee Network).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| corridors for nature and climate-adapted                                                                                                                                            | <ul style="list-style-type: none"> <li>• Reduce key barriers to wildlife movement across our major highways.</li> <li>• Support species by installing homes for wildlife.</li> <li>• Support and encourage more community involvement and more community adoption of unused green spaces</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Town and city regeneration and development driving new and enhanced nature-rich green space creation, building more biodiverse, accessible and climate-adapted places and buildings | <ul style="list-style-type: none"> <li>• Safeguard and enhance important local habitats and green spaces.</li> <li>• Restore existing local habitats and green spaces.</li> <li>• Create dedicated new multifunctional and inclusive green spaces as part of new development and regeneration, to meet the national Urban Greening Factor of 0.3 on commercial and 0.4 on residential development or the local authority set Urban Greening Factor<sup>38</sup>.</li> <li>• Increase or expand nature-rich green spaces, where they will provide stepping stones or corridors that better connect existing green spaces and reduce barriers to species movement. Support species by installing homes for wildlife on and around buildings.</li> <li>• Create dedicated space for water and wetter habitats by installing sustainable drainage and providing sufficient space for river corridors.</li> <li>• Support and involve communities in the design and creation of new or regenerated green spaces.</li> </ul> |
| More nature-rich and climate-adapted gardens, balconies, yards and driveways                                                                                                        | <ul style="list-style-type: none"> <li>• Plant gardens, yards and balconies that support local wildlife, using pollinator-friendly planting or planting size-appropriate shrubs or trees.</li> <li>• Support species by installing homes for wildlife and reduce barriers to species movements across and between gardens.</li> <li>• Manage spaces in a wildlife-friendly way by leaving areas of longer grass for wildlife in gardens or reduce mowing, reducing use of pesticides and herbicides.</li> <li>• Create more space for water in gardens and encourage more sustainable water use.</li> <li>• Boost awareness of the need for wildlife friendly gardening.</li> </ul>                                                                                                                                                                                                                                                                                                                                    |
| More community-led creation of new nature-rich green spaces and increased opportunities for local food growing                                                                      | <ul style="list-style-type: none"> <li>• Encourage or enable the creation of new community-led green spaces in our least green areas.</li> <li>• Increase or expand nature-rich green spaces where they will provide stepping stones or corridors that better connect existing green space and reduce barriers to species movement.</li> <li>• Enable more opportunities for community-led action and community adoption of local green spaces.</li> <li>• Support more opportunities for local food growing and the 'right to grow'.</li> <li>• Boost awareness and skills in nature recovery and connection to nature.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                    |

### 6.1.2. Woodlands, trees, scrub and hedgerows

#### ***Opportunities***

Woodlands, trees, scrub and hedgerows across Greater Manchester could better support biodiversity. There are opportunities to enhance and better manage existing woodlands, orchards, hedgerows, veteran and ancient trees, so they are more resilient and in better condition. Well-managed, healthier, woodlands can deliver more benefits to people and better deal with pests, disease, invasive species and climate change.

The remaining woodlands across Greater Manchester could also be better connected. Many existing woodlands and trees are fragmented; reconnecting these by creating corridors or stepping stones of new woodlands, trees, hedgerows or scrub between them would benefit the species movement and, at the same time, create new green routes for people. More trees and woodlands along our river valleys are a particularly crucial way we could enhance connectivity for woodland species. Healthy well-managed and connected hedgerows can also play a key role as wildlife corridors, in both our rural and urban areas; they can also act as transitional habitats and help buffer habitats in dense urban areas.

In rural areas, more trees across farmed land, whether through agroforestry, low density in-field planting or more small woodlands, could help make farmed areas better for woodland species and, at the same time, improve animal welfare and support climate change mitigation and adaptation. Woodland establishment, however, can sometimes impact negatively on other habitats, particularly our remaining species-rich grassland, and should be undertaken carefully.

Our existing woodlands could also be more accessible, with better paths, signs and less high-impact invasive species, enabling more people to engage with nature nearby to where they live. Where more street trees can be introduced these can play a significant role in greening some of our dense urban neighbourhoods, improving air quality and regulating climate change by helping to better manage rainwater<sup>39</sup>. Community orchards can provide habitats for local wildlife as well as multi-use, accessible, communal spaces for growing local food.

#### ***Priorities***

- More existing woodlands, hedgerows, trees and scrub are safeguarded, restored and resilient
- Bigger and better-connected woodlands, trees and scrub, integrated with patchworks of other habitats
- New urban street trees, urban community orchards and woodlands, improving access to nature and climate adaptation
- More native hedgerows created and maintained, linking together spaces for wildlife
- More varied trees, scrub, parkland and woodland habitats incorporated into our farmlands and more productive woodlands delivering nature recovery.

These priorities cover trees, woodlands and forests, hedgerows, scrub and parkland, wood pasture and agroforestry.

When delivering on these priorities always follow our habitat enhancement, restoration and creation principles.

**Wider benefits**

Our trees, woodlands, hedgerow and scrub play a particularly critical role in not just providing habitat, but also:

- Storing carbon
- Managing rainwater
- Regulating temperatures
- Reducing air and water pollution
- Improving our health and wellbeing
- Providing local sources of food and timber
- Improving livestock welfare by providing shelter and shade

**Species supported**

Delivering on these priorities will benefit many woodland species including:

- Badger
- Tawny owl
- Woodpecker
- Bluebell
- Birch
- Hawthorn
- Oak
- Wood anemone
- Fly agaric

## **Actions**

Read our technical guidance for more information on achieving these actions and how you can work towards delivery (see appendix 8).

| Priority                                                                                                                           | Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>More existing woodlands, hedgerows, trees and scrub are safeguarded, restored and resilient</b>                                 | <ul style="list-style-type: none"> <li>• Identify, safeguard and enhance ancient, long-established and designated woodlands, veteran and notable trees.</li> <li>• Enhance existing woodlands, scrub, and hedgerows through positive management, diversify them and increase their resilience to pests, disease and climate change.</li> <li>• Promote better understanding of the value of woodland, scrub, trees, hedgerow, wood pasture and agroforestry habitats.</li> <li>• Encourage wildlife-friendly recreational use of woodlands.</li> </ul>                                                                                                                                                                   |
| <b>Bigger and better-connected woodlands, trees and scrub, integrated with patchworks of other habitats</b>                        | <ul style="list-style-type: none"> <li>• Target native woodland and scrub creation or establishment, where it will connect existing woodlands and scrub.</li> <li>• Expand existing woodland, scrub and other woodland fringe and transitional habitats.</li> <li>• Encourage the planting or establishment of trees, woodland and scrub where they will play a role in natural flood management, control of pollution or reduce soil erosion.</li> <li>• Ensure new woodlands are well managed to optimise biodiversity, accessibility and support a variety of locally appropriate woodland types, mixes and scrub.</li> <li>• Involve local communities in new tree planting, woodland and scrub creation.</li> </ul> |
| <b>New urban street trees, urban community orchards and woodlands, improving access to nature and adaptation to climate change</b> | <ul style="list-style-type: none"> <li>• Target urban tree and woodland planting where it will increase connectivity, climate adaptation and accessibility.</li> <li>• Create new and enhance old or traditional orchards and urban community woodlands, and work to ensure better access for communities.</li> <li>• Improve woodland path networks to diversify access for all users.</li> <li>• Support and engage diverse local groups with local woodlands, orchards and trees and encourage positive recreational use of woodlands.</li> </ul>                                                                                                                                                                     |
| <b>More native hedgerows and scrub created and maintained, linking together spaces for wildlife</b>                                | <ul style="list-style-type: none"> <li>• Safeguard, manage and restore the species diversity and structure of existing hedgerows.</li> <li>• Create more native hedgerows, particularly where they act as corridors between existing trees and woodlands, or where they could intercept diffuse pollution or reduce soil erosion.</li> <li>• Encourage more mature trees in hedgerows.</li> </ul>                                                                                                                                                                                                                                                                                                                        |

|                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>More varied trees, parkland, scrub and woodland habitats incorporated into our farmlands and more productive woodlands delivering nature recovery</b> | <ul style="list-style-type: none"><li>• Enhance productive woodlands, parklands, scrub and orchards to maximise benefits to biodiversity alongside the production of timber, food and environmental benefits, such as flood risk reduction.</li><li>• Encourage wildlife-friendly farm diversification opportunities which will enable more woodland, tree and hedgerow planting as well as agroforestry.</li></ul> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 6.1.3. Rivers, canals and waterbodies

#### ***Opportunities***

Improving our extensive network of rivers, streams, brooks, canals, reservoirs, lakes and ponds could help nature recover across the city-region. These waterways and waterbodies are our remaining key nature corridors; enhancing and creating habitats along these corridors will play a crucial role in developing our Nature Network. There are a range of opportunities to improve our rivers and waterbodies and better integrate them into our urban areas. Enhancing these habitats will also act to reduce flood risk and increase their value as community assets, but the scale of the challenge is significant.

Our waterbodies have been heavily modified to accommodate urban infrastructure, there are multiple barriers across them and many are also buried under roads or buildings or covered by invasive species. Uncovering or opening-up our rivers, naturalising them where feasible and removing high impact invasives would significantly help the movement of aquatic species and give our rivers space to cope with climate change. The opening up of access to the River Medlock at Mayfield Park and the River Mersey at Stockport Interchange has provided new visitor attractions and spaces for recreation.

Cleaning our rivers and waterbodies is one of our biggest opportunities for nature recovery but also one of the most challenging. Multiple significant issues impact our water quality, including microplastics and litter, diffuse pollution from agricultural land, urban areas (such as highways) and industrial land and estates, as well as pollution from the many combined sewer overflows, forever chemicals and landfills. Creating more spaces for water, improving water quality and better managing our rainwater, using natural flood management and sustainable drainage, can play a big role in improving the quality of water entering our waterways and at the same time reducing the risk of flooding of homes and businesses. With climate change, water scarcity may also become a challenge for Greater Manchester.

#### ***Priorities***

- More accessible and visible rivers, canals and waterbodies
- Cleaner and more resilient rivers, canals and waterbodies
- More natural, well managed and biodiverse rivers and waterbodies
- Increased habitat connectivity along our river corridors, canals and waterbodies
- More space for water and natural flood management in our communities and across catchments
- More canals restored and well managed for nature and people

These priorities cover a range of different waterbodies, which includes rivers, streams, brooks, canals, reservoirs, lakes and ponds.

When delivering on these priorities always follow our habitat enhancement, restoration and creation principles.

### **Wider benefits**

Our rivers, canals and waterbodies play a significant role in:

- Managing our rainwater and flood risk
- Opportunities for leisure and recreation
- Improving health and wellbeing
- Regulating temperatures
- Supplying our water

### **Species supported**

Delivering on these priorities will benefit many aquatic and waterside species including:

- Daubenton's bat
- Otter
- Common frog
- Great crested grebe
- Grey wagtail
- Kingfisher
- Atlantic Salmon
- Hawker dragonflies
- Floating water-plantain
- Marsh marigold
- Yellow flag iris



## ***Actions***

Read our technical guidance for more information on achieving these actions and how you can work towards delivery (see appendix 8).

| Priority                                                                                | Practical actions                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>More accessible and visible rivers, canals, and waterbodies</b>                      | <ul style="list-style-type: none"> <li>• Unblock, improve, and extend rights of way along waterbodies and improve connections between these networks and our wider ecological corridors and recreational routes.</li> <li>• Celebrate rivers, canals and waterbodies as part of the local identity and increase understanding of their value and management.</li> </ul>                                                                         |
| <b>Cleaner, more resilient, rivers, canals and waterbodies</b>                          | <ul style="list-style-type: none"> <li>• Reduce point source pollution by identifying and tackling critical locations.</li> <li>• Reduce urban diffuse pollution, using sustainable drainage, and tackling litter and plastic pollution.</li> <li>• Encourage agricultural, industrial and land management practices that deliver water quality improvements and better water management.</li> </ul>                                            |
| <b>More natural, well managed and biodiverse rivers and waterbodies</b>                 | <ul style="list-style-type: none"> <li>• Make water channels more natural and complex, re-meander channels and reconnect to floodplains where feasible.</li> <li>• Enhance and maintain existing habitats within our waterbodies and adjacent grassland, wetland and woodland habitats to increase species richness.</li> <li>• Restore and maintain more natural riverbanks, in appropriate locations, and reduce invasive species.</li> </ul> |
| <b>Increased habitat connectivity along our river corridors, canals and waterbodies</b> | <ul style="list-style-type: none"> <li>• Expansion, creation or restoration of a variety of waterside habitats, including woodlands, wetlands and meadows, where they will better connect existing habitats.</li> <li>• Improve mobility for aquatic creatures by removing barriers, daylighting buried or covered waterbodies or installing by-pass structures, where feasible.</li> </ul>                                                     |

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| <b>More space for water and natural flood management in our communities and across catchments</b> | <ul style="list-style-type: none"> <li>• Install more sustainable drainage schemes and natural flood management schemes, in areas that will benefit nature and are most at risk of flooding.</li> <li>• Increase awareness and understanding of climate resilience and the role of sustainable drainage and natural flood management schemes.</li> </ul>                                                                                                                                                                                                                                                                                               |
| <b>More canals restored and well managed for nature and people</b>                                | <ul style="list-style-type: none"> <li>• Restoration and reconnection of canalside habitats, including targeted woodland creation and tree planting.</li> <li>• Softening manmade canal banks using natural materials and native plants.</li> <li>• Reduce litter and pollution in canals.</li> <li>• Encourage responsible recreational use of canals and maintain a good balance between more natural and diverse vegetation and keeping canals clear for recreation.</li> <li>• Improve mobility for aquatic creatures by removing barriers, daylighting buried or covered waterbodies or installing by-pass structures, where feasible.</li> </ul> |

#### 6.1.4. Lowland mosslands and wetlands

##### ***Opportunities***

Lowland mosslands and wetlands form a unique and diverse landscape of water, fen, wet grassland, wet woodland and lowland raised bog and other wetland habitats.

Much of our original lowland raised bog habitat has been converted to agriculture or lost to peat extraction or development, often leading to carbon emissions from remaining peat soils. In some post-industrial sites we have regained wetlands or flashes and wet woodlands. Working to restore more areas of degraded former lowland raised bog, fens, reedbeds, bogs, wet woodland and heath, and ponds, where viable, will provide new spaces for people to enjoy and habitats for wildlife. Restoration efforts will also act to reduce carbon emissions, in areas with underlying peat soils, and store more water helping to reduce flood risk.

As well as restoring lost habitats, we can also work to better connect our remaining habitats, by expanding (or buffering) existing sites, creating stepping stones and new corridors of habitats between them. This will enable the easier movement of species across these landscapes, particularly for small and isolated sites. Alongside habitat creation, there are also crucial opportunities to boost the resilience of these important habitats, by creating, where possible, more compatible land use surrounding them. Reducing land drainage in these surrounding areas, through the adoption of wetter farming or paludiculture, is particularly important to help maintain water levels. In turn, storing more water in these areas should help reduce flood risk to nearby communities.

Often isolated and hard to reach, our lowland mosslands are thought to be much less visited than our woodlands, rivers and uplands. Enabling more people to visit and enjoy these spaces will help encourage their management and restoration. There are opportunities to improve responsible access to them, with new cycle ways and paths allowing more people to engage with the cultural and natural heritage of these areas.

### **Priorities**

- More lowland bogs, fens and other wetland habitats are restored and better managed for nature, able to store more water and emit less carbon
- Bigger mosslands and wetlands, with more habitat corridors and stepping stones reconnecting and expanding remaining habitats
- More of our historic wetlands and restorable peat are wet
- Reconnect local communities to mosslands and wetlands, and their heritage
- Better quality and better-connected ponds

These priorities cover a range of wetland habitats including lowland raised bog, fen, marsh, swamp, wet woodlands, wet grasslands and ponds.

When delivering on these priorities always follow our habitat enhancement, restoration and creation principles.

### **Wider benefits**

- Rainwater storage and improved flood resilience
- Reduced carbon emissions and increased storage of carbon
- Recreation and leisure
- Improved water, soil and air quality

### **Species supported**

Delivering on these priorities will benefit many mossland and wetland species including:

- Water vole
- Great crested newt
- Bittern
- Curlew
- Lapwing
- Nightjar

- Willow tit
- Manchester argus
- Meadowsweet
- Sphagnum moss

### **Actions**

Read our technical guidance for more information on achieving these actions and how you can work towards delivery (see appendix 8).

| Priority                                                                                                                                            | Practical actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>More lowland bogs, fens and other wetland habitats are restored and better managed for nature, able to store more water and emit less carbon</b> | <ul style="list-style-type: none"> <li>- Enhance, maintain and manage existing and remnant areas of lowland raised bog, fens and other wetland habitats over the long term, to improve diversity.</li> <li>- Enhance patchworks of semi-natural habitats surrounding our remaining lowland raised bog, fens and other wetland habitats to improve resilience.</li> <li>- Reintroduce lost species across a range of mossland and wetland communities.</li> </ul>                                                                               |
| <b>Bigger mosslands and wetlands, with more habitat corridors and stepping stones reconnecting and expanding remaining habitats</b>                 | <ul style="list-style-type: none"> <li>- Restore degraded wetland sites and areas of restorable deep peat, particularly where they will connect remaining wetland habitats.</li> <li>- Create more patchworks of wetland habitats and transitional habitats, particularly around remaining and restored lowland raised bog, fens and other wetland habitats.</li> <li>- Maintain and enhance restored sites and new corridors over the long term to maximise benefits for nature, carbon emissions reductions and water management.</li> </ul> |
| <b>More of our historic wetlands and restorable peat are wet</b>                                                                                    | <ul style="list-style-type: none"> <li>- Identify former wetland habitats and investigate their potential for restoration to contribute to climate resilience and nature recovery.</li> <li>- Reduce land drainage and positively manage the hydrology of land adjacent to lowland raised bog, fens and other sensitive wetland habitats, to increase climate resilience.</li> <li>- Encourage the uptake of wetter farming and commercial paludiculture.</li> </ul>                                                                           |

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| <b>Reconnect local communities to mosslands and wetlands, and their heritage</b> | <ul style="list-style-type: none"> <li>- Enable more well-managed recreational access to mosslands and wetlands.</li> <li>- Increase awareness of the importance and benefits of healthy mosslands and wetlands.</li> <li>- Enhance and extend networks and other access opportunities for walkers, cyclists, horse-riders and other outdoor recreational pursuits, in ways that are compatible with habitat enhancement.</li> </ul> |
| <b>Better quality and better-connected ponds</b>                                 | <ul style="list-style-type: none"> <li>- Safeguard, enhance and appropriately manage existing ponds and encourage good connectivity to surrounding habitats. Create a variety of new ponds and resurrect ghost ponds, in the right places to connect existing ponds.</li> </ul>                                                                                                                                                      |

### 6.1.5. Grassland, farmland and lowland heath

#### ***Opportunities***

Grassland and farmland covers an estimated 30% of land in the city-region. The vast majority of this land is heavily managed, has been altered and could support more wildlife through changes in land use or land management practices. Those species-rich grasslands that do remain are predominantly found outside of agricultural land in nature reserves and designated sites, but also in areas like road verges, churchyards, and urban brownfield sites.

To act for nature, we need to safeguard remaining semi-natural grasslands and lowland heaths before they are lost. We can then enhance or restore these habitats so they can support more species, such as lapwing, grasshoppers, barn owls and bees. Creating more transitional areas between grassland and other habitats can also help support our wildlife to thrive.

In rural areas, with the right incentives and support, farm businesses can be at the heart of creating healthier soils and more species-rich grasslands and croplands, alongside food production. Healthy populations of pollinators and healthy soils can in turn support food production. In our urban areas, many of our grasslands are closely mown and there are opportunities to allow areas of longer grass to flower and create wilder areas, benefiting invertebrates (including bumblebees and other pollinators) and providing more food for urban birds such as swifts.

By creating or restoring grasslands, field margins or road verges, where they will connect remaining semi-natural grasslands across river valleys and between different landowners, we can create networks for grassland species alongside where we live and work.

#### ***Priorities***

- Species-rich and semi-natural grasslands and lowland heath are safeguarded, well-managed and restored
- More species-rich grasslands and lowland heath created, particularly where they will connect existing habitats
- More urban meadows, with native wildflower species and longer grasses

- More dedicated spaces for wildlife integrated into farmland and buildings, alongside food production
- More biodiverse farmland, with healthier soils, better water management and fewer intensively managed areas

These priorities cover a variety of grassland habitat types (such as acid, calcareous, amenity, neutral and modified grasslands), as well as croplands, pasture, horticultural land and lowland dry heath.

When delivering on these priorities always follow our habitat enhancement, restoration and creation principles.

### **Wider benefits**

- Opportunities for leisure and recreation
- Reduced carbon emission and increased storage of carbon
- Building community interaction through establishing or managing local grassland areas
- Short-term storing of rainwater and managing flood risk
- Wildlife-friendly food production, and healthier soils

### **Species supported**

Delivering on these priorities will benefit many grassland and farmland species including:

- Barn owl
- Kestrel
- Lapwing
- Bumblebees
- Cinnabar moth
- Grasshopper
- Orange-tip (Cuckooflower)
- Orchid
- Waxcap fungi

### **Actions**

Read our technical guidance for more information on achieving these actions and how you can work towards delivery (see appendix 8).

| Priority                                                                                                              | Practical actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <b>Species-rich and semi-natural grasslands and lowland heath are safeguarded, well-managed and restored</b>          | <ul style="list-style-type: none"> <li>- Identify and safeguard remaining notable semi-natural grasslands.</li> <li>- Enhance and appropriately manage remaining semi-natural grasslands and lowland heath, including increasing species richness.</li> <li>- Showcase successful grassland and heath management and encourage awareness of the value of these habitats.</li> </ul>                                                                                                                                                                                                        |
| <b>More species-rich grasslands and lowland heath created, particularly where they will connect existing habitats</b> | <ul style="list-style-type: none"> <li>- Creation or restoration of species-rich grasslands and lowland heath, particularly where they will expand or act as stepping stones or corridors.</li> <li>- Creation and maintenance of transitional areas or more mosaics of habitats, on the boundaries between grasslands and other habitats.</li> <li>- Ensure appropriate long-term management of newly created grassland to achieve increased species-richness and lowland heath.</li> <li>- Enhance and manage improved or semi-improved grasslands to boost species richness.</li> </ul> |
| <b>More urban meadows, with native wildflower species and longer grasses</b>                                          | <ul style="list-style-type: none"> <li>- Allow areas of urban grasslands to grow long and flower and increase species diversity through planting or other measures.</li> <li>- Encourage greater understanding and acceptance of long grass and less intensively managed grasslands.</li> </ul>                                                                                                                                                                                                                                                                                            |

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| <b>More dedicated spaces for wildlife integrated into farmland and buildings, alongside food production</b>        | <ul style="list-style-type: none"> <li>- Install or enable more accessible homes for birds and bats on and around farms and rural buildings.</li> <li>- Set aside dedicated patches of sympathetically managed or uncropped areas, along field boundaries, margins, corners or less productive areas, particularly where they will connect.</li> <li>- Create and maintain forage areas and homes for species on farmland, alongside food production.</li> <li>- Grow and maintain multi-species cover crops, and cut later in the year, to provide food and cover for wildlife.</li> <li>- Safeguard existing hedgerows and plant more native hedgerows along field boundaries wherever possible.</li> <li>- Support and collaborate with farmers, landowners and managers to enhance their land for nature, alongside food production, and involve farmers in targeted species conservation programmes.</li> </ul> |
| <b>More biodiverse farmland, with healthier soils, better water management and fewer intensively managed areas</b> | <ul style="list-style-type: none"> <li>- Manage grassland and cropland at lower intensity and with low inputs.</li> <li>- Reduce soil erosion, minimise bare ground and encourage soil recovery.</li> <li>- Support switch to diversified plant species for grazing livestock, establish and maintain herbal leys or species-rich hay meadows.</li> <li>- Improve water quality and pollution management on farmland, in farmyards and control livestock access to waterbodies.</li> <li>- Support awareness raising efforts around responsible recreation in nature rich areas.</li> </ul>                                                                                                                                                                                                                                                                                                                          |

### 6.1.6. Upland moorlands

#### ***Opportunities***

Our upland moorlands, from the Peak District National Park to the West Pennine Moors, hold significant heritage and cultural value for local communities and visitors. They are also ecologically significant, forming part of a much larger expansive upland moorland habitats stretching up to the Scottish borders. Our uplands often appear wild and untouched, but they have been subject to drainage and pollution for many decades, heavily managed and used for agriculture and sporting land uses. Working collaboratively with upland landowners and managers will be crucial to delivering benefits for nature.

As some of our biggest remaining natural spaces, our uplands could play a crucial role in large-scale nature recovery. There is potential to enhance and restore more extensive areas of our uplands. Where areas of bare peat still remain, there is potential to work faster and on a larger scale to revegetate, rewet and restore these areas towards active blanket bog. Greater diversity could also be encouraged by creating patchworks of different habitats, including trees, scrub and rare upland oak woodlands, in the right places. Planting more trees in the uplands should be done carefully as it can be concerning for some but can also play an important role in helping to reduce flood risk downstream and soil erosion.



Restoring and increasing the diversity of our upland moorlands will help deliver wider benefits and adapt the city-region to climate change. Restoring blanket bog reduces carbon emissions from peat soils and helps draw down more carbon, as well as encouraging higher water tables which reduces risk of wildfires. Areas of restored blanket bog also improve our drinking water quality and store more water, reducing the risk of flooding downstream.

Upland communities, landowners, land managers and farmers, all of whom already shape these landscapes, have a critical role to play in the legacy of this landscape for nature. There are opportunities to support these communities to meet the multiple demands on their land, whether it is recreation, nature recovery, food production or other uses.

### **Priorities**

- Restore and rewet upland peat to active blanket bog and wet heath, to retain more carbon and hold more rainwater
- More varied and well-functioning upland habitats, with patchworks of restored bog, heath, trees, springs and flushes, reducing flood and wildfire risk
- More of our upland flushes are thriving, rich with sphagnum moss, rushes and sedges, supporting a diverse range of species
- More trees, small woods and scrub are naturally regenerating, across our uplands, helping slow and store water
- More upland communities, land managers and landowners are rewarded for helping nature recover

These priorities cover a range of moorland habitats, including blanket bog, upland heath, upland springs, flushes and fens, upland woodlands and grasslands.

When delivering on these priorities always follow our habitat enhancement, restoration and creation principles.

### **Wider benefits**

- Carbon storage
- Recreation and leisure
- Water storage
- Water quality
- Enhanced flood risk management
- Reduced wildfire risk

### **Species**

Delivering on these priorities will benefit many upland species including:

- Brown and mountain hare

- Golden plover
- Kestrel
- Meadow pipit
- Red grouse
- Bilberry
- Cross-leaved heath
- Sphagnum moss

### ***Actions***

Read our technical guidance for more information on achieving these actions and how you can work towards delivery (see appendix 8).

| Priority                                                                                                                                                      | Practical actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>More varied and well-functioning upland habitats, with patchworks of restored bog, heath, trees, springs and flushes, reducing flood and wildfire risk</b> | <ul style="list-style-type: none"> <li>- Stabilise, rewet and restore deep peat towards active blanket bog, where appropriate.</li> <li>- Encourage more diverse native vegetation and more flower-rich habitats, in appropriate places, on existing upland moorlands.</li> <li>- Create transitional habitats or corridors to increase linkage between our uplands and lowland habitats, where conditions allow.</li> <li>- Reduce wildfire risk by creating natural fire breaks, rewetting, and boosting awareness.</li> </ul>                                                                                                         |
| <b>More of our upland flushes are thriving, rich with sphagnum moss, rushes and sedges, supporting a diverse range of species</b>                             | <ul style="list-style-type: none"> <li>- Restore more naturalised wet areas, flushes and ponds.</li> <li>- Create rough, diverse grasslands around flushes and wetlands, wet in some areas with rushes around flushes and springs.</li> <li>- Reduce and slow land drainage and encourage natural flood management.</li> </ul>                                                                                                                                                                                                                                                                                                           |
| <b>More trees, small woods and scrub are naturally regenerating, in appropriate places, across our uplands, helping slow and store water</b>                  | <ul style="list-style-type: none"> <li>- Encourage the restoration and regeneration of existing upland woodlands and clough woodlands.</li> <li>- Increase woodland and tree regeneration and planting, in appropriate places, with varying density from closed canopy woodland in some places to scattered trees in others.</li> <li>- Encourage moorland and clough edges to 'scrub up', in appropriate places, to improve diversity, securing soils and slowing water flow.</li> <li>- Target woodland creation, tree planting and the creation of leaky dams, where they will also contribute towards slowing water flow.</li> </ul> |

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| <b>Restore and rewet peat to active blanket bog and wet heath, to retain more carbon and hold more rainwater</b> | <ul style="list-style-type: none"> <li>- Stabilise, rewet and restore deep peat towards active blanket bog and wet heath, where appropriate.</li> <li>- Work at scale to restore larger areas of remaining blanket bog faster.</li> </ul>                                                                                                                                                                                                                                       |
| <b>More upland communities, land managers and landowners are rewarded for helping nature recover</b>             | <ul style="list-style-type: none"> <li>- Support the switch to land management practices that will further enhance the diversity of upland habitats.</li> <li>- Encourage sustainable upland grazing and less intensive management of uplands.</li> <li>- Maintain, restore and increase upland hedgerows, hedgerow trees and field boundaries as important habitats.</li> <li>- Encourage sustainable recreation and reduce activities that damage upland habitats.</li> </ul> |

## 6.2. Species priorities and actions

Working to enhance, create and connect habitats across Greater Manchester will be of huge benefit to many species. Whilst many species across Greater Manchester are declining, some species and groups of species, need bespoke action beyond wider habitat priorities set out in this strategy. Under national guidance, Local Nature Recovery Strategies can set out a manageable list of target species and species groups for focused attention to help these species bounce back and avoid local species loss. The target species and species groups set out in this section do not replace or in any way affect national species of principal importance (also referred to as Section 41 (of the Natural Environment and Rural Communities Act 2006) species), instead they are a local list of species requiring targeted bespoke attention.

Guided by a national process set out by Natural England and working with local species experts, a long list of over 400 vulnerable local species (see appendix 2) was identified considering:

- **Conservation status:** Particularly threatened, vulnerable or endangered species (according to International Union for Conservation of Nature red lists, national red lists of species at risk of extinction<sup>40</sup> or Biodiversity Action Plan Section 41 UK lists).
- **Local significance:** Species that are locally significant in Greater Manchester

To identify target species for this strategy, we have focused on local species that are particularly at risk and that need focused action beyond our habitat priorities. From the long list, 16 target species and species groups have been selected for action in this first iteration of the LNRS. You can read more about the process of selecting these species and species groups in appendix 2.

Reflecting national guidance, the following factors were used to select the 16 target species and species groups from the long list of over 400 species:

- **Bespoke requirements:** Specific action required to aid these species recovery beyond the habitat priorities
- **Urgency:** Urgent action needed to stabilise species loss
- **Deliverability:** Feasibility of actions that could be delivered within Greater Manchester to aid recovery
- **National significance:** National significance of the population in Greater Manchester
- **Wider benefits:** Benefits for other species and wider ecosystem services, such as flood risk reduction or carbon sequestration
- **Climate change:** Vulnerability to current and future climate change

### ***Selection process:***

Step 1 involved identifying threatened and other locally significant species relevant to the strategy area.

Step 2 involved determining which of these species could be best supported through targeted local action beyond the actions already set out around restoring, creating and joining up habitats across the GM area.

In line with the guidance, species were not included in the shortlist if:

- Their needs could be covered by more, bigger, better and connected habitat, as these are met through the habitat priorities and actions
- It is unclear what is causing their decline or on-the-ground action is not a priority
- The factors constraining their recovery lie outside of England
- In the species records held, they were considered as passing vagrants/occasional visitors.

There are of course many vulnerable species beyond those that we have been able to cover in the target species and species groups list. The habitat priorities and actions will help to conserve these species and monitoring populations will help assess whether other species from the long list should be prioritised for action in future updates to this strategy.

### 6.2.1. Target species and actions

Species and groups of species for prioritised local nature recovery are stated below. Where several species requiring similar actions have been identified then they have been collected into a group.

#### Individual species

- Mountain hare
- Water vole
- Willow tit
- Black-necked grebe
- Hedgehog
- European hornet
- Black poplar
- Slow worm

#### Species groups

- Upland bees, butterflies and moths: *bilberry bumblebee*, *tormentil mining bee*, *small copper butterfly*, *wall butterfly*, *small heath butterfly*, *dark green fritillary butterfly*, *gypsy bumblebee*, *Manchester treble-bar moth*

- Urban birds: *swift, house martin, black redstart*
- Farmland birds: *tree sparrow, corn bunting, linnet, yellow wagtail and yellow hammer*
- Grassland fungi: *pink waxcap, jubilee waxcap, olive earthtongue, powdercap strangler, violet coral*
- Migratory fish: *atlantic salmon, european eel*
- Grassland ground-nesting birds: *curlew, lapwing, twite, skylark, golden plover, dunlin, snipe*
- Brownfield insects: *dingy skipper, common blue, trifurcula cryptella*
- Mossland insects: *large heath, crambus hamella, gelechia cuneatella, glyphipterix haworthana, lampronia fuscata, large red-belted clearwing, monochroa suffusella, phiaris schulziana, purple-bordered gold*

| Target species or species groups | Practical actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Mountain hare</b>             | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Protection from predators and livestock.</li> <li>• Identification and monitoring of population hotspots and breeding areas.</li> <li>• Reduction in barriers to movement across key roads and railways near population hotspots.</li> <li>• Landowner and land manager engagement and support.</li> <li>• Consider changing burning regimes in population hotspots for mountain hare, or managing timing of controlled burning to limit impacts on mountain hare populations.</li> </ul> <p><i>General habitat actions that will support recovery:</i></p> <ul style="list-style-type: none"> <li>• Stabilise, rewet and restore any remaining deep peat towards active blanket bog.</li> <li>• Encourage more diverse native vegetation and more flower-rich habitats, in appropriate places, on existing upland moorlands and heath.</li> <li>• Improve wildfire risk management by creating natural fire breaks and boosting awareness.</li> </ul> |
| <b>Water vole</b>                | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Identification, monitoring and safeguarding of key remaining population strongholds and breeding areas.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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|                           | <ul style="list-style-type: none"> <li>• Protection from predators (mink) and avoid trampling or intensive grazing by livestock along the edges of waterbodies.</li> <li>• Careful management of water bodies, ditches, and banks, where water vole populations are present, to ensure burrows are not destroyed and reduce disturbance of populations.</li> <li>• Creation of areas of sunny shallow water margins with bankside vegetation.</li> <li>• Creation of margins or buffer areas along waterbodies.</li> </ul> <p><i>General habitat actions that will support recovery:</i></p> <ul style="list-style-type: none"> <li>• Enhance existing habitats within our waterbodies and grassland, wetlands and woodlands habitats alongside waterbodies.</li> <li>• Restore more natural riverbanks, in appropriate locations, and reduce invasive species.</li> <li>• Improve water quality by reducing point source and diffuse pollution.</li> <li>• Stabilise, rewet and restore any remaining deep bare peat towards active blanket bog.</li> </ul> |
| <b>Willow tit</b>         | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Identification and safeguarding of key remaining nesting sites and population strongholds.</li> <li>• Monitoring of key population strongholds, particularly for the impacts of competition or predation.</li> <li>• Increase availability of specialist nest sites in key population strongholds.</li> <li>• Creation and maintenance of young wet woodlands, with a dense under canopy and availability of dead wood.</li> <li>• Improvement in connectivity of remaining populations through targeted creation of young wet woodlands.</li> </ul> <p><i>General habitat actions that will support recovery:</i></p> <ul style="list-style-type: none"> <li>• Creation and maintenance of transitional areas or more mosaics of habitats, on the boundaries between grasslands and other habitats.</li> <li>• Expand existing woodland and scrub and other woodland fringe and transitional habitats.</li> </ul>                                                                   |
| <b>Black-necked grebe</b> | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Safeguarding of existing breeding sites.</li> <li>• Bespoke wetland habitat creation and management, including management of water levels, creation of shallow water areas and reedbeds, removal of high-impact invasive species.</li> <li>• Protection from disturbance, particularly from water sports or recreation at breeding sites.</li> <li>• Protection from predation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

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|                                | <ul style="list-style-type: none"> <li>• Reduced litter at key breeding areas and population strongholds.</li> </ul> <p><i>General habitat actions that will support recovery:</i></p> <ul style="list-style-type: none"> <li>• Improve water quality by reducing point source and diffuse pollution.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Hedgehog</b>                | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Creation of habitat piles or hedgehog homes.</li> <li>• Reduced barriers to movement through the creation of hedgehog highways between gardens, with 13cm square gaps in fences to allow movement between gardens.</li> <li>• Managing boundaries in a beneficial way for hedgehogs, by leaving strips of long grass or vegetation along hedges and fences or providing additional cover through planting parallel hedges.</li> <li>• Reduction in light pollution and litter in parks and gardens.</li> <li>• Increased awareness and education.</li> </ul> <p><i>General habitat actions that will support recovery:</i></p> <ul style="list-style-type: none"> <li>• Manage spaces in a wildlife-friendly way by leaving areas of longer grass for wildlife in gardens or reduce mowing, reducing use of pesticides and herbicides.</li> <li>• Create greener spaces, and more connected habitats, along existing and new streets, highways and cycleways.</li> </ul> |
| <b>European hornet</b>         | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Increased awareness raising and education.</li> <li>• Increased monitoring and identification of population strongholds.</li> <li>• Reduced nest disturbance or destruction.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Manchester black poplar</b> | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Identification, safeguarding and monitoring of existing trees.</li> <li>• Good management of existing trees, including management of pests and diseases.</li> <li>• Increased planting of black poplar in the right locations, using locally appropriate source stock.</li> <li>• Improvement of genetic variability in newly planted trees.</li> <li>• Consideration of the genetic diversity of black poplar using the Forestry Reproductive Materials register and consideration of planting locations to encourage nurseries of native saplings to form.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                  |



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| <b>Slow worm</b>                                                                                                                                                                                                                                    | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Increased awareness and education.</li> <li>• Identification, monitoring and safeguarding of population hotspots.</li> <li>• Creation of hibernation refuges or shelters.</li> <li>• Creation of sunny sheltered basking spots.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Upland bees, butterflies and moths:</b><br/> <i>bilberry bumblebee, tormentil mining bee, small copper butterfly, wall butterfly, small heath butterfly, dark green fritillary butterfly, gypsy bumblebee, Manchester treble-bar moth</i></p> | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Identification and monitoring of population hotspots.</li> <li>• Specialist habitat creation and management to ensure forage areas and nesting sites (such as south facing embankments) and bare sandy areas, where practical.</li> <li>• Restore sward mosaics and good variation in heath age and structure or hedgerows.</li> <li>• Landowner and land manager engagement and support to avoid use of pesticides, herbicides and nitrates.</li> <li>• Avoidance of overgrazing and recreational pressures in population hotspots, retain areas of species-rich grassland and small areas of gorse.</li> <li>• Prevention of wildfires.</li> </ul> <p><i>General habitat actions that will support recovery:</i></p> <ul style="list-style-type: none"> <li>• Encourage more diverse native vegetation and more flower-rich habitats, in appropriate places, on existing upland moorlands and heath.</li> </ul> |
| <p><b>Urban birds:</b> <i>swift, house martin, black redstart</i></p>                                                                                                                                                                               | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Increased awareness and education.</li> <li>• Identification, monitoring and safeguarding of existing nesting sites; these should be retained and protected wherever possible.</li> <li>• Installation of species-appropriate nesting boxes, such as swift bricks or boxes, house martin nesting cups</li> <li>• Creation of bog gardens and areas of long grass.</li> </ul> <p><i>General habitat interventions that will support recovery:</i></p> <ul style="list-style-type: none"> <li>• Manage spaces in a wildlife-friendly way by leaving areas of longer grass for wildlife in gardens or reduce mowing, reducing use of pesticides and herbicides.</li> <li>• Support species by installing homes for wildlife on buildings.</li> </ul>                                                                                                                                                                 |

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| <p><b>Farmland birds:</b> <i>tree sparrow, corn bunting, linnet, yellow wagtail and yellow hammer</i></p>                | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Supplementary feeding stations over the winter.</li> <li>• Sow winter bird seed crops.</li> <li>• Avoid mowing or crop harvesting during periods where nests will be impacted.</li> </ul> <p><i>General habitat interventions that will support recovery:</i></p> <ul style="list-style-type: none"> <li>• Grow and maintain multi-species cover crops, and cut later in the year, to provide food and cover over the winter.</li> <li>• Set aside dedicated patches of unmanaged or uncropped areas with tall grasses, along field boundaries and margins, field corners or less productive areas, particularly where they will connect.</li> <li>• Install homes for birds on and around farms and rural buildings, to improve farmland species diversity.</li> <li>• Safeguard, manage, and restore the species diversity and structure of existing hedgerows.</li> <li>• Create more native hedgerows.</li> </ul>                          |
| <p><b>Migratory fish:</b> <i>atlantic salmon, european eel</i></p>                                                       | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Maintain and encourage in-river plant communities and remove high-impact invasive species.</li> <li>• Encourage more natural river geomorphology that will deliver a mixture of water speeds (areas of slower and faster flow) and riverbed substrates with improved habitat quality for known spawning grounds (areas of pools, riffles and refugia).</li> <li>• Create a fish migration map to highlight bottlenecks and raise awareness of areas impacting these species.</li> <li>• Avoid impacting White Clawed Crayfish.</li> </ul> <p><i>General habitat interventions that will support recovery</i></p> <ul style="list-style-type: none"> <li>• Improve mobility (restoring migratory pathways upstream) by removing barriers such as weirs, daylighting buried or covered waterbodies or installing by-pass structures, where feasible.</li> <li>• Improve water quality by reducing point source and diffuse pollution.</li> </ul> |
| <p><b>Grassland fungi:</b> <i>pink waxcap, jubilee waxcap, oliver earthtongue, powdercap strangler, violet coral</i></p> | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Identification, safeguarding and monitoring of important remaining sites.</li> <li>• Landowner and land manager engagement and support.</li> </ul> <p><i>General habitat interventions that will support recovery</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

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|                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Enhance and appropriately manage remaining semi-natural grasslands to good condition, including avoiding use of pesticides, herbicides and nitrates and appropriate grazing and livestock management.</li> <li>• Showcase successful grassland management and encourage awareness of the value of our remaining semi-natural grassland.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Grassland ground nesting birds:</b> <i>curlew, lapwing, twite, skylark, golden plover, dunlin, snipe</i>                                                                                                                  | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Identification, safeguarding and monitoring of nesting sites.</li> <li>• Protection of nesting sites from predators, livestock and human disturbance using fencing, signage or other exclusion methods or predator management.</li> <li>• Safeguarding and appropriate management of foraging sites.</li> <li>• Landowner, land manager and public awareness, engagement and support.</li> </ul> <p><i>General habitat interventions that will support recovery</i></p> <ul style="list-style-type: none"> <li>• Encourage more diverse native vegetation and more flower-rich habitats, in appropriate places.</li> <li>• Improve wildfire risk management by creating natural fire breaks and boosting awareness.</li> </ul>           |
| <b>Brownfield insects:</b><br><i>dingy skipper, common blue, trifurcula cryptella</i>                                                                                                                                        | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Identification and monitoring of important sites.</li> <li>• Landowner and land manager engagement and support.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Mossland insects:</b><br><i>large heath, crambus hamella, gelechia cuneatella, glyphipterix haworthana, lampronia fuscata, large red-belted clearwing, monochroa suffusella, phiaris schulziana, purple-bordered gold</i> | <p><i>Bespoke actions:</i></p> <ul style="list-style-type: none"> <li>• Identification, safeguarding and monitoring of important remaining sites.</li> <li>• Specialist habitat creation and management to ensure good availability of flower-rich areas as pollen and nectar sources, forage areas and nesting sites.</li> <li>• Landowner and land manager engagement and support.</li> <li>• Appropriate grazing and livestock management.</li> </ul> <p><i>General habitat interventions that will support recovery</i></p> <ul style="list-style-type: none"> <li>• Encourage more diverse native vegetation and more flower-rich habitats, in appropriate places.</li> <li>• Manage land at lower intensity and with low inputs, reduce herbicide, pesticide use and minimise use of nutrients.</li> </ul> |

### 6.2.2. Reintroductions

Alongside prioritising action to help vulnerable species, there is public interest in the reintroduction of lost species. In a public survey of priorities for this strategy, the reintroduction of lost species was the second most requested action for species (see appendix 5).

Reintroductions are possible in urban areas. For example, over the last decade the Greater Manchester Wetland Partnership have successfully reintroduced the Manchester argus butterfly (large heath butterfly) at Astley Moss in Wigan and are working towards further species reintroductions. Based on responses to the public survey the most popular species for local reintroduction is the beaver. Alongside beavers, other popular candidates for reintroduction included the red squirrel, pine marten and large birds of prey such as the red kite or hen harrier.

- **Beaver:** Reintroductions of beavers have taken place in several locations, some nearby to Greater Manchester, including at the Hatchmere Nature Reserve in Cheshire, Willington Wetland Nature Reserve in Derbyshire, and Cors Dyfi Nature Reserve in Powys. The development of a reintroduction group, concerted landowner engagement and the identification of viable reintroduction sites would all be key actions on the journey to reintroduce this species.
- **Birds of prey:** The reintroduction of large birds of prey species such as the red kite have been successfully undertaken in Leeds, Oxfordshire, Gateshead and Cumbria over the last 20 years. Based on records of red kite sightings since the initial reintroductions in Yorkshire, Cumbria and Gateshead, populations of red kite have successfully expanded across northern England and should eventually reach Greater Manchester. The development of a supportive reintroduction group for large birds of prey to track and monitor progress, as well as public and landowner engagement and education, could help to ensure the successful return of species to Greater Manchester.
- **Pine marten:** Pine martens are not currently thought to be present in Greater Manchester. Initial translocation and release projects are underway in the UK to boost remaining remnant population in Wales and the creation of a new population nearby in the Forest of Dean. Pine martens are thought to be slowly naturally recolonising northern England from existing Scottish populations, with sightings in Kielder Forest, Northumberland and the North York Moors over recent years. Action now to boost the size, condition and connection between our woodlands will help future recovery efforts, either through reintroduction or natural recolonisation.
- **Red squirrel:** Significant populations of grey squirrel across the city-region mean that a reintroduction of red squirrels would be unlikely to be successful due to the high risk of squirrel pox transfer from grey to red squirrels. For a reintroduction to be considered in the future, grey squirrel populations would have to undergo significant population management.

Species reintroductions can come with unintended risks to existing ecosystems, so should be deployed sensitively and appropriately, in line with the principles for habitat enhancement, restoration, and creation.

## 7. Delivery: How you can deliver on the strategy

### 7.1. Who can do what?

We want this strategy to inspire everyone across Greater Manchester to take action to help nature's recovery. The priorities and actions set out how we can best help nature recovery across Greater Manchester. The Nature Network highlights where the best opportunities are to enhance and connect our protected sites and support species movement between these.

We encourage everyone to use the priorities, actions and Nature Network to inform how they respond to the biodiversity emergency. Even the smallest actions – at home and in our local communities – can add up to make a big difference and make space for nature in every community. Larger initiatives can have a transformational impact, providing space at a landscape-scale for nature to recover.

What each of us can do will vary – we all have different ways we can support the implementation of the strategy. We suggest below how different groups could best contribute to the delivery of the strategy.

A delivery options document will also be produced to sit alongside the strategy in 2025 and 2026.

#### 7.1.1. Landowners, farmers and land managers:

##### ***Why?***

Those who own and/or manage land in Greater Manchester can make a significant contribution to nature recovery across the city-region, particularly those responsible for agricultural land (32% of GM), amenity spaces (19%) and transport infrastructure, like roads and railways (13%). This land might be used for another primary purpose – such as growing food, providing transport routes or providing space for leisure activities or for people to enjoy – but with opportunity to provide more space for nature alongside this. Supporting nature does not necessarily mean a change in land use but simply taking action for nature alongside existing land uses.

##### ***How?***

Landowners, farmers and land managers can use the strategy to:

- Understand how their land fits within the Nature Network
- Understand where opportunities to do something significant for nature recovery are located
- Identify what the best action to carry out on their land could be
- Inform and support applications for funding and delivery of projects on their land

It is important to note that actions identified in the strategy or mapped in the Nature Network do not rule out landowners, farmers and land managers from taking other actions. No strategy can replace the knowledge that landowners, farmers and growers have of their land and the nature it supports. The strategy is high level and intended to support the decisions of landowners, farmers and land managers, not prescribe action.

##### ***What?***

Landowners, farmers and land managers could take action by:

- Applying for agri-environment payment schemes and seeking farm advice that supports the creation or restoration of habitat on their land

- Engaging with environmental organisations, government agencies and other stakeholders on nature recovery options on their land, nature friendly farming initiatives and exchanging knowledge
- Collaborating on environmental projects and other nature recovery initiatives across the city-region
- Considering the habitat priorities and actions and undertaking management planning to decide which could work best for their business
- Identifying whether any GM LNRS priority species or species group are present on their land and considering whether action could be taken to support them.
- Adopting nature friendly land management practices

### **7.1.2. Developers and planners:**

#### **Why?**

There are plans to build over 175,000<sup>41</sup> homes over the next decade and a half within the nine local authorities<sup>42</sup> part of the Places for Everyone Joint Development Plan, as part of a wider strategy to bring forward development at a scale which can drive transformational change across the city-region and play a role in delivering on the ambitions for a Nature Network<sup>43</sup>. Future growth and development of the city-region will rely on a healthy natural environment and provides an opportunity to fully integrate nature into plans for how we grow and develop the city-region.

#### **How?**

Under the Environment Act 2021, local planning authorities and decision-makers must have regard to this Local Nature Recovery Strategy in their policies and Local Plans.

Developers and planners can use the strategy to:

- Inform the preparation of Local Plans, including the identification, mapping and safeguarding of areas for nature recovery as required under national planning policy guidance.
- Inform the selection, master planning and design of development sites.
- Determine where habitat creation or enhancement for Biodiversity Net Gain (BNG) will be of 'high strategic significance'.
- Support the integration of nature into the planning and development process.
- Understand how development sites fit within the Nature Network and can impact upon and contribute to broader nature recovery efforts across the city-region.
- Identify key actions that would help deliver for nature alongside the development of the land.
- Guide where off-site Biodiversity Net Gain sites can contribute to broader nature recovery efforts across the city-region.

#### **What?**

Planners and developers could take action by:

- Embedding the vision, aims, targets, priorities and action of the LNRS into planning policies and guidance documents, including Local Plans and action plans, to ensure that development decisions prioritise biodiversity, habitat restoration and green space provision.
- Incorporating nature recovery into development, infrastructure and regeneration plans and maximising their opportunities to create greener, healthier more resilient spaces for people to live and work.
- Using the priorities, actions and Nature Network to identify opportunities to do more for nature and ensuring development and regeneration projects contribute to larger, better connected and better managed nature-rich spaces.

- Identifying and prioritising areas for habitat creation, enhancement in planning and master planning process.
- Collaborating and engaging proactively with environmental NGOs, communities and other stakeholders on nature recovery and the creation of nature-rich healthy environments for residents to live and work in.

### **7.1.3. Businesses:**

#### **Why?**

With over 100,000 businesses across Greater Manchester, there is huge potential for commercial organisations to make a significant contribution to nature recovery. Nature is good for business and the LNRS aims to inspire businesses to support nature recovery. There are multiple benefits for businesses from a healthy natural environment – including better staff performance, attendance and retention.

By supporting nature recovery, business premises can benefit from features such as green walls and green roofs - reducing energy use and providing natural cooling. Installing SuDS such as raingardens near businesses can reduce the risk of flooding<sup>44</sup>. Investing in nature can also help employee retention, wellbeing and productivity, as well as beneficial marketability if nature is incorporated into the workplace.

#### **How?**

Businesses and other organisations can use the strategy to:

- Understand how their activities and plans fit within the local environment and what the key priorities and action for nature are in their local area.
- Inform their own corporate plans and contribution to nature recovery.
- Use the Nature Network to understand where opportunities to do something significant for nature recovery are located and what the best action to take would be.
- Inform corporate social responsibility efforts and corporate donations.

#### **What?**

Businesses could take action by:

- Using the strategy to understand the priorities and action for nature recovery across GM that businesses could get involved with
- Embedding nature-friendly practices into business operations and plans, to reduce impact on nature
- Taking action to enhancing or maintain habitats on their own land and supporting species (e.g. by installing swift brick or boxes on their buildings)
- Supporting or investing in local nature recovery projects in their local area
- Getting involved with local nature organisations, environmental NGOs and community groups working to implement the LNRS, through providing staff time, skills/tech support or funding.
- Aligning corporate social responsibility efforts and corporate donations with the LNRS
- Create or enhance green space or raingardens on their premises, involving the local community
- Support community-led projects in the local area that deliver nature recovery

### **7.1.4. Community groups and volunteers:**

#### **Why?**

Community groups and volunteers across Greater Manchester are already at the forefront of action to help nature recover. The work they do can be incredibly varied from alleyway greening projects to entire community groups coming together to deliver large scale projects. They are often the local experts on the places and species that are most important in their local area and take ownership of their local green and blue spaces. In coming together to improve their local natural environment, they bring people together to help them connect with nature, strengthen the community and improve the places where they live. This has wider benefits for people's health and wellbeing, adds value to local spaces, as well as providing spaces for nature in people's communities. They also help to coordinate volunteers and can build people's skills and confidence, with much wider social and economic benefits for the city-region. GM has a growing network of community groups taking action for nature and connecting with their local environment.

### ***How?***

Community groups can use the strategy to:

- Understand how their local area (e.g. green spaces) links into the wider aspirations for a GM Nature Network
- Understand how their efforts support local nature recovery
- Inform other actions they could carry out in their local community
- Raise awareness of the importance of nature and encourage more people to join their group
- Support applications for funding and delivery of projects
- Understand where there are nearby opportunities to boost ecological connectivity across the city-region

### ***What?***

Community groups are already vital to nature recovery and could take even more action by:

- Using the Nature Network maps to inform new project development and initiatives
- Championing nature recovery in their local areas and beyond
- Partnering with local schools, community centres, local businesses, local authorities, landowners and organisations to engage more people with nature recovery, hosting workshop and educational programmes or outreach activities
- Linking up with other local community and environmental groups and share knowledge, skills and expertise
- Assessing their community spaces to understand which of the priorities and actions that they could contribute towards
- Initiating more community-led projects to pursue and exploring funding opportunities
- Monitoring biodiversity, through contributing to established local (GMLRC) and nationwide initiatives, and participating in citizen science activities (such as bio-blitzes)
- Helping set up more local community nature recovery groups

## **7.1.5. Environmental charities and partnerships:**

### ***Why?***

Environmental charities (or NGOs) and partnerships, such as the Great Manchester Wetlands Partnership, the Great North Bog Partnership and the Catchment Partnerships, are already undertaking crucial work to help wildlife bounce back and empower communities and landowners to take action. These organisations are at the forefront of driving forward action for nature across the city-region, helping to bring forward new projects and initiatives to restore habitats, reintroduce species and work with local communities.



Many of these environmental charities and partnerships have been closely involved in development of this strategy and will be pivotal in shaping future iterations. Working with GMCA, the LNRS has provided environmental charities and partnerships with a chance to set out agreed targets, priorities and actions for nature recovery across GM, and set out a landscape-scale approach through the nature-network.

### **How?**

Environmental charities and partnerships can use this strategy to:

- Leverage and target funding and investment towards the Nature Network.
- Build collaborative projects and coordinate action.
- Inform their priorities and actions.
- Understand how their work contributes to wider local nature recovery efforts across the city-region.
- Work with and engage communities, businesses, local authorities and landowners.
- Raise awareness of the importance of nature recovery, and encourage landowners, businesses, developers and community groups to collaborate on nature recovery projects.

### **What?**

Environmental charities and partnership are already vital to nature recovery and could take even more action by:

- Using the Nature Network maps to inform new project development and initiatives.
- Using the priorities and actions to understand the best actions to take.
- Providing and using funding and grants to support habitat enhancement and restoration projects.
- Leading nature restoration projects that meet the priorities and actions set out in the strategy.
- Working with policy makers and commercial organisations to promote the adoption and uptake of nature-friendly policies and practices.
- Raising awareness, engage and educate local communities, businesses, residents and other organisations regarding nature recovery and the importance of the strategy.
- Collaborating with local authorities, local community groups, public bodies, landowners and other organisations to develop nature recovery initiatives and plans and help to facilitate partnerships between different stakeholders to join forces on nature recovery.
- Advocating for the delivery of the LNRS.

## **7.1.6. Schools, health facilities and other local institutions:**

### **Why?**

Organisations and institutions like the NHS, schools and other local institutions such as universities are often significant landowners and managers, with large estates and campuses which could become assets for nature and people to enjoy. For organisations like the NHS, schools and universities, promoting the health benefits of spending time in nature and integrating nature into estates can help to boost the wellbeing of patients and students, improve recovery times and learning outcomes, as well as wider mental health and wellbeing benefits.

### **How?**

Schools, health facilities and other local institutions can use this strategy to:

- Inform how they create or enhance green space or gardens on their premises, such as a therapeutic or sensory gardens.

- To build and inspire nature based educational or health programmes, such as green social prescribing programmes.
- Understand how their work contributes to wider local nature recovery efforts across the city-region.
- Inform how they could change the management of their green estate to benefit nature.
- Engage local communities with action for nature on their estates.

#### **What?**

Schools, health facilities and other local institutions could take action by:

- Understanding the priorities and action for nature recovery they could get involved with.
- Embedding nature-friendly practices into their operations and estates management.
- Taking action to enhance or maintain habitats on their own land and supporting species (e.g. by installing swift brick or boxes on their buildings).
- Supporting or investing in local nature recovery projects in their local area.
- Getting involved with local nature organisation, environmental NGOs and community groups working to implement the LNRS, through providing staff time, skills/tech support or funding.
- Providing funding and grants to support habitat enhancement and restoration projects.
- Linking up with other local community and environmental groups and share knowledge, skills and expertise.

#### **7.1.7. Residents:**

#### **Why?**

With a population of nearly three million people, Greater Manchester's residents carry huge potential to contribute to nature recovery. Private gardens - which make up around 15% of total land use in the city-region - are ideal spaces to take action. Yards, balconies and alleyways can also be greened and act as valuable space for nature, particularly pollinators. Working together with neighbours and the local community can help improve bigger areas and support initiatives to improve a variety of spaces for nature across neighbourhoods.

#### **How?**

Residents can use the strategy to:

- Understand what they can do to take action for nature or expand on existing activities.
- Understand how their local natural environment (e.g. green spaces) fits within the Nature Network and wider nature recovery efforts.
- Raise awareness with neighbours and local communities.

#### **What?**

Residents could take action by:

- Getting involved in local community initiatives to support nature's recovery or local conservation projects such as habitat restoration, tree planting, litter clean-up events, invasive species control and citizen science programmes.
- Researching and getting involved in environmental volunteering opportunities in their local area.
- Taking steps to benefit nature in your own space by creating a nature-friendly yard, balcony or garden.
- Setting up a local group to support nature recovery, if one does not already exist.
- Participating in biodiversity monitoring programmes, such as citizen science surveys or bioblitz events, to collect data on local species and habitats.

- Following responsible recreational practice, e.g. following the countryside code.
- Taking part in environmental workshops and training sessions.
- Championing nature recovery and raising awareness with neighbours and local community groups.

## **7.2. Enabling Factors: What more do we need to be successful?**

There are several enabling factors that will be crucial to the delivery of the strategy by a wide range of stakeholders. These include:

- Funding
- Collaboration
- Working with volunteers and communities
- Recording and monitoring
- Behavioural change
- Skills and training
- Integration
- Communication and education

### **7.2.1. Funding**

Delivering the priorities in this strategy will require funding. To do this, we need to maximise the extent and impact of any public funding in the city-region. However, given the scale of action required, nature recovery cannot be achieved through public funding alone (such as agricultural environment schemes and grant funding), and accessing private finance will be crucial. Integrated approaches for ambitions like water quality improvement, flood risk reduction and benefits for nature and people, will need to make the most effective use of public money. To maximise private funding, we all need to:

- Develop business models to facilitate other sources of funding, focussing on initiatives such as off-site BNG and carbon offsetting, particularly through private finance
- Continue to develop and implement policies locally that incentivise funding into the natural environment and lobby for national policy change.

### **7.2.2. Collaboration and partnerships**

Delivering on nature recovery is a shared responsibility that requires coordinated efforts from a wide variety of stakeholders. There is a strong record of private, public and voluntary/community/faith and social enterprise (VCSFE) sectors working together to deliver improvements to the natural environment. This spans from the strategic city-region wide partnerships like the Greater Manchester Local Nature Partnership, to partnerships on specific projects and in particular locations. To maximise collaboration and partnership approaches we all need to:

- Deepen and strengthen partnerships across GM to deliver this strategy.
- Develop new partnerships and networks between existing groups and partners and between sectors.

### **7.2.3. Volunteers and communities**

Volunteers and community action groups are already at the forefront of supporting nature across Greater Manchester. They will play an essential role in the delivery of the strategy. Volunteers across the city-region are already involved in a wide range of projects, such as litter clean-up and alley

greening projects, bio-blitz and species recording, tree-planting and habitat management and much more. To maximise the role of volunteers and community groups, we all need to:

- Encourage and build awareness of volunteering opportunities across the city-region.
- Support volunteer groups and celebrate their contributions and successes.
- Develop volunteer and community networks to empower, share knowledge and upskill.
- Provide more opportunities to volunteer.

#### **7.2.4. Skills and capacity**

Delivering the strategy will require a range of jobs and skills across a range of sectors, including:

- Practical habitat creation, restoration and management work.
- Integrating the natural environment into a range of other sectors, including housing development, infrastructure planning, engineering, development and healthcare.
- Communication, engagement and marketing to inform and engage residents and organisations with nature recovery.
- Developing knowledge of the natural environment across a range of sectors to support delivery, such as financial and legal sectors.
- More training opportunities and apprenticeships.

#### **7.2.5. Recording and monitoring**

Species recorders and those that regularly contribute to citizen science projects and wildlife monitoring initiatives play a vital role in helping us to understand and monitor the state of nature across Greater Manchester. To maximise the role of recorders we all need to:

- Maintain a robust system of wildlife recording and data sharing, led by the Local Environmental Records Centre (LERC).
- Get more people involved and trained in recording species and habitat data.

#### **7.2.6. Behavioural change**

With over 2.8 million residents across the city-region, encouraging behavioural change and maximizing the positive role of residents will be key to driving forward nature recovery efforts. To maximise behavioural change, we all need to:

- Build awareness of the biodiversity emergency.
- Encourage more positive interactions with nature.
- Reduce impacts on nature through making small scale decision that will collectively have a positive impact, including: nature-friendly gardening, reducing littering and pollution, creating space for nature, being mindful of recreational disturbance.

#### **7.2.7 Integration**

Driving nature recovery forward across the city-region will require action across a huge range of sectors. To be successful, the LNRS must be embedded across a range of sectors, policies and decision-making areas, it should not sit separately. To embed nature recovery, we all need to:

- Raise awareness of the wider socio-economic benefits of nature for residents and businesses
- Demonstrate how nature can add value to the growth of the city-region and bring about the co-benefits to further the agenda of multiple policy areas.

#### **7.2.8 Communication and awareness**

Connecting people with nature and helping people to understand the natural environment is vital to encourage support and action. To raise awareness, we all need to:

- Encourage people to spend time in nature and engage with nature.
- Build greater awareness via information sharing, events, campaigns, programs in schools and online resources.

### **7.3. Monitoring: How will we know if we're successful?**

Over the next ten years, monitoring the delivery of the targets and ambitions in this strategy will be crucial in understanding our progress in tackling the biodiversity emergency. A monitoring framework will be set up to enable us to track progress towards some of the most important elements of this strategy. Appendix 8 set outs how we have developed the headline targets in the strategy and provides an initial outline of how these targets will be monitored.

GMCA will set up a monitoring framework on the delivery of the strategy as part of the Natural Capital Group (our Local Nature Partnership) and work with the Greater Manchester Ecology Unit and partner organisations to monitor progress on this strategy. Annual updates will be produced to report on progress against the targets and delivery of the strategy.

## 8. Acknowledgements

GMCA would like to thank all of the organisations that contributed to the preparation of this strategy, as well as the many other organisations and people who contributed via events, workshops, surveys or the public consultation.

We would particularly like to thank the contributions made by those in our:

Steering Group:

- Canal and River Trust
- City of Trees
- Environment Agency
- Envance
- Forestry Commission
- Greater Manchester Ecology Unit
- Groundwork Greater Manchester
- Irwell Catchment Partnership
- Lancashire Wildlife Trust
- Lower Mersey Catchment Partnership
- Mersey Rivers Trust
- National Farmers Union
- National Trust
- Natural England
- NHS Greater Manchester
- Peak District National Park Authority
- Royal Horticultural Society
- Southway Housing
- Transport for Greater Manchester
- United Utilities
- University of Manchester
- Upper Mersey Catchment Partnership
- Wigan Metropolitan Borough Council (on behalf of the Officers Group below)

Officers Group:

- Bolton Metropolitan Borough Council
- Bury Metropolitan Borough Council
- Manchester City Council
- Oldham Metropolitan Borough Council
- Rochdale Metropolitan Borough Council
- Salford City Council
- Stockport Metropolitan Borough Council
- Tameside Metropolitan Borough Council
- Trafford Council
- Wigan Metropolitan Borough Council
- Greater Manchester Ecology Unit
- Natural England

Species Expert Advisory Group:

- David Earl, GM, Lancashire and North Merseyside County Recorder, BSBI
- Gary Hedges, Liverpool Museum

- John Harrison, Assistant Vice County Recorder, South Lancashire Bat Group
- Steve Hindle, National Trust Grassland Fungi Project Officer
- Karen McCartney, County Recorder for Aculeate Hymenoptera for Greater Manchester, BWARS
- Kevin Nash, the Environment Agency
- Lorna Drake, Species and Protected Sites Senior Officer for Cheshire to Lancashire, Natural England
- Martyn Walker, Lancashire Wildlife Trust
- Paul Barrington, Greater Manchester Ecology Unit
- Stephen Palmer, Lancashire Vice County Recorder, Lancashire Moths
- Steve Atkins, Assistant County Bird Recorder Greater Manchester
- Stuart Fraser, Greater Manchester Ecology Unit
- Tony Parker, Cheshire, Merseyside, Lancashire, Greater Manchester Mammal Recorder, Mammal Society



## **9. List of Appendices**

**Appendix 1.** Relationship between the Greater Manchester Local Nature Recovery Strategy and other Greater Manchester policies and strategies

**Appendix 2.** Methodological Statement - Evidence and processes used in preparing the Greater Manchester Local Nature Recovery Strategy

- Appendix 2a. The processes and evidence used to develop habitat priorities and actions
- Appendix 2b. The processes and evidence involved in developing the target species and actions
- Appendix 2c. The processes and key steps undertaken in mapping the Nature Network
- Appendix 2d. Long List Species

**Appendix 3.** Greater Manchester State of Nature Report

**Appendix 4.** Stakeholder engagement undertaken

**Appendix 5.** Plan for Nature Survey Report

**Appendix 6.** Detailed description of Greater Manchester landscapes and habitats.

**Appendix 7.** Overview of the headline targets developed

**Appendix 8.** Habitat Priorities and Actions

## References and notes

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- <sup>1</sup> **Lamont and Hinson. (2024).** A narrative review of reviews of nature exposure and human health and well-being in the UK. Natural England. Available on the [Natural England Access to Evidence website \(external link\)](#).
  - <sup>2</sup> **Natural England. (2020).** Managing Ecosystem Services Evidence Review (Formerly Ecosystem Services Transfer Toolkit). Available on the [Natural England Access to Evidence website \(external link\)](#).
  - <sup>3</sup> The **Living Planet Index (LPI)** is a measure of the state of the world's biological diversity, based on average percentage change in population sizes of vertebrate species from terrestrial, freshwater and marine habitats. The LPI is adopted by the UN Convention of Biological Diversity as an indicator of progress. The Living Planet Index is one indicator among many which demonstrates the global decline in our biodiversity. Available on the [Living Planet Index website \(external link\)](#).
  - <sup>4</sup> **The State of Nature Partnership. (2023).** State of Nature 2023. Available on the [State of Nature Partnership website \(external link\)](#).
  - <sup>5</sup> **GMCA. (2024).** Greater Manchester State of Nature Report, Available on the [GMCA website \(external link\) and appendix 3](#).
  - <sup>6</sup> **GMCA and the Environment Agency. (2021).** The natural capital approach in Greater Manchester, Available on [the GM Green City Region website \(external link\)](#).
  - <sup>7</sup> **Pimm et al. (1995).** The Future of Biodiversity. Science, 269, 5222. Available on the [Science.org website \(external link\)](#).
  - <sup>8</sup> **De Vos et al. (2015).** Estimating the normal background rate of species extinction. Conservation Biology. 29, 2. Available on the [pubmed website \(external link\)](#).
  - <sup>9</sup> **England's Biodiversity Indicators 2020** report on changes in the relative abundance of priority species populations (species of conservation concern) in the UK. Available on the [gov.uk website \(external link\)](#).
  - <sup>10</sup> The **Biodiversity Intactness Index** is produced by the National History Museum. Available on the [National History Museum \(external link\)](#).
  - <sup>11</sup> **The State of Nature Partnership. (2019).** UK State of Nature Report 2019. Available on the [State of Nature Partnership website \(external link\)](#).
  - <sup>12</sup> **Natural England. (2009-2019).** Monitor of Engagement with the Natural Environment, Natural England 2009-2019. Data reported is the average for GM respondents over the 10 years between 2009-2019.
  - <sup>13</sup> **GMCA. (2021).** Nature Recovery Survey, GM Consult. [Available on the GM Consult website](#).
  - <sup>14</sup> **The Ramblers' Association (2021).** The grass isn't greener for everyone: Why access to green space matters, Ramblers. [Available on the Ramblers' Association website \(external link\)](#).
- The Ramblers' Association report shows that the richest 20% of areas in England have 5 times the green space of the most deprived areas.

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- <sup>15</sup> **Lindley et al. (2020)**. Nature and Ageing Well in Towns and Cities: Why the natural environment matters for healthy ageing. [Available on the GHIA website \(external link\)](#).
- <sup>16</sup> **GMCA. (2023)**. Greater Manchester residents' survey main report. Available on the [GMCA website \(external link\)](#).
- <sup>17</sup> **GMCA. (2024)**. Plan for Nature Survey. GM Consult. Available on [GMConsult website \(external link\)](#). For a review of the results of the survey please see appendix 4.
- <sup>18</sup> **Irreplaceable habitats for the LNRS** are those set out in the Biodiversity Gain Requirements (Irreplaceable Habitat) Regulations 2024. Available on the [Legislation.gov website \(external link\)](#).
- <sup>19</sup> **British Trust for Ornithology. (c1980 and c2010)**. Breeding Bird Survey (Bird Atlas) c1980 & c2010 Data. [Available on the British Trust for Ornithology website \(external link\)](#).
- <sup>20</sup> **British Trust for Ornithology. (c1990 and c2021)**. British Trust for Ornithology Mammal Survey Data. [Available on the British Trust for Ornithology website \(external link\)](#).
- <sup>21</sup> **Natural England** Green Infrastructure Framework - Principles and Standards for England. [Available on Natural England Green Infrastructure Standards website \(external link\)](#).
- <sup>22</sup> **Greater Manchester Combined Authority** internal analysis completed using data from [Natural England ANGST standard maps \(external link\)](#) and [Office for National Statistics population estimates \(external link\)](#).
- <sup>23</sup> **Manchester Metropolitan University. (2016)**. Research Summary – My Back Yard. Overview [available on the Manchester Metropolitan University website \(external link\)](#).
- <sup>24</sup> **City of Trees (2020)**. All our Trees – Greater Manchester's Tree and Woodland Strategy. [Available on the City of Trees website \(external link\)](#).
- <sup>25</sup> **Greater Manchester Combined Authority (2023)**. Greater Manchester's Natural Environment, NE1: Plant one million trees by 2024. [Available on Gm tableau website \(external link\)](#).
- <sup>26</sup> **Red Rose Forest (RRF)** was one of twelve community forests established in England in 1991 as part of the then government's drive to support the regeneration of urban areas by increasing tree cover and enhancing degraded landscapes.
- <sup>27</sup> **Lancashire Wildlife Trust (2021)** Briefing note: Great Manchester Wetlands NIA Partnership. Available on the [Lancashire Wildlife Trust website \(external link\)](#).
- <sup>28</sup> **Smart et al. (2020)**. England Peat Strategy: Greater Manchester Peat Pilot Report for Defra. Natural England. Available on the [GM Green City Region website \(external link\)](#).
- <sup>29</sup> Explanations about different types of semi-natural grasslands. Available on the [Wildlife Trust website \(external link\)](#).
- <sup>30</sup> **GMCA (2024)** Greater Manchester Climate Change Risk Assessment. Available on the [GMCA website \(external link\)](#).
- <sup>31</sup> **GMCA (2023)**. River Tame INNS Survey 2023. [Available on the Natural Course Website \(external link\)](#). **Greater Manchester Combined Authority (2022) River Irwell INNS Survey (2022)**. [Available on the Natural Course Website \(external link\)](#).
- <sup>32</sup> **Lawton et al. (2010)**. Making Space for Nature: a review of England's wildlife sites and ecological network. Report to Defra. [Available on the National Archives website \(external link\)](#).

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- <sup>33</sup> These core local nature sites and the nature recovery opportunity areas together form the Local Habitat Map for the GM LNRS in relation to the national LNRS statutory guidance and regulations.
- <sup>34</sup> The ecosystem service heatmap displayed is derived from the EcoservR capacity dataset, a tool for mapping natural capital assets and ecosystem services developed at Liverpool John Moors University in collaboration with Natural Capital Solutions, Forest Research and Cheshire Wildlife Trust. More information available on the [EcoservR website \(external link\)](#).
- <sup>35</sup> The criteria used to select actions to be mapped are set out in appendix 2 and mapped measures listed.
- <sup>36</sup> A series of datasets were combined to identify hotspots where the delivery of urban priorities and actions would be particularly beneficial. These included the Natural England's Greenness Grid which was used to identify areas with a high percentage manmade (grey) land cover (greater than 75% of a 200m grid square) using and the Office for National Statistics Indices of Multiple Deprivation (IMD) areas which was used to identify the 10% and 20% most deprived areas of GM (IMD 1 or 2). These two datasets were combined to identify the most densely urban areas and those with the highest levels of deprivation, as a proxy for those most in need of greenspace. The Natural England Access to Natural Green Spaces dataset was then used to further refine down these areas and identify only those that were also distant from 0.5ha and 2ha green spaces (not within the 'Doorstep' or 'Local' ANGSt standards).
- <sup>37</sup> **IGNITION. (2023).** The IGNITION Project: A baseline for nature-based solutions. The IGNITION Project. Available on the [GM Green City website \(external link\)](#).
- <sup>38</sup> National guidance on the urban greening factor is available from the National Green Infrastructure Standards. This guidance includes a calculative approach to identifying and assessing whether developments have achieved the national standards. Available on the [Natural England Green Infrastructure Standards website \(external link\)](#).
- <sup>39</sup> **Defra. (2021).** The England Trees Action Plan (2021-2024). Available on the [gov.uk website \(external link\)](#).
- <sup>40</sup> More information about national red listed species is available on the [JNCC website \(external link\)](#). <https://jncc.gov.uk/our-work/red-lists-in-great-britain/>
- <sup>41</sup> **GMCA. (2023).** Places for Everyone, as adopted in March 2024. Available on the [GMCA website \(external link\)](#).
- <sup>42</sup> For Stockport further growth aspirations will be outlined through a separate Local Plan for Stockport.
- <sup>43</sup> **GMCA. (2023).** Greater Manchester Growth Locations. Available on the [GMCA website \(external link\)](#).
- <sup>44</sup> **GMCA, UKGBC and Business for the Community. (2020).** Nature-based solutions to the climate emergency. The benefits to business and society. Available on the [UKGBC website \(external link\)](#).

## 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)

|                                                          |                                                       |
|----------------------------------------------------------|-------------------------------------------------------|
| <b>Name of Policy/Project/Decision</b>                   | The Greater Manchester Local Nature Recovery Strategy |
| <b>Lead Officer (SRO or Assistant Director/Director)</b> | David Wiggins                                         |
| <b>Department/Team</b>                                   | Strategic Planning and Infrastructure                 |
| <b>Proposed Implementation Date</b>                      | June 2025                                             |
| <b>Author of the EqlA</b>                                | Sophie Tinsley                                        |
| <b>Date of the EqlA</b>                                  | 05.06.25                                              |

| 1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Nature and biodiversity are in decline across England. Locally, and in recognition of this, the GMCA declared a biodiversity emergency in March 2022. Nationally, the government introduced legislation under the Environment Act 2021 to put in place measures to support the reversal of this decline. This includes a new mandatory requirement for local areas in England to establish Local Nature Recovery Strategies (LNRSs).</p> <p>The purpose of the intended decision is to confirm the Council's support and endorse the Greater Manchester Local Nature Recovery Strategy (GM LNRS) prior to the meeting at which the GM Mayor will be asked to approve the document.</p> <p>The purpose of the GM Local Nature Recovery Strategy is to bring public, private and voluntary sectors to work more effectively together for nature's recovery and enable collective effort to be focused where it will have the most benefit. The strategy has been prepared following consultation with the ten local authorities (including Bury), stakeholders across the city-region and the community over the past 18 months.</p> |

The Greater Manchester Local Nature Recovery Strategy sets out a vision for a greener Greater Manchester, where space for nature to flourish is grown and enhanced, more people can access and enjoy the natural environment, and the many benefits nature brings are increased for everyone – from supporting mental and physical wellbeing to creating leisure space and supporting biodiversity.

The strategy is aimed at encouraging all organisations, communities and residents to take action to support nature's recovery. It will be of particular importance for landowners and, once adopted, will incentivise investment through Biodiversity Net Gain and environmental land management schemes.

## 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 GM Local Nature Recovery Strategy 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 is that communities will be encouraged to take action to support nature recovery in their local areas. This will not affect any the community or residents based on a protected characteristic(s) they have.

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 nature recovery in the borough.

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

[Public Consultation Report - GMCA Response to the Public Consultation.pdf](#)

**Data:**

GMCA have also carried out their own [EQIA process](#) which has established that there will be no negative impacts on the following characteristics:

- Age;
- Disability;
- Sex;
- Race;
- Religion and belief;
- Sexual orientation;
- Gender reassignment;
- Pregnancy and maternity;
- Marriage and civil partnership; and
- Socio economic disadvantage.

Through their assessment, they have identified a number of actions to monitor the impact including:

1. Use findings from the EIA to target further engagement work during the implementation of the strategy
2. Produce alternative format materials and accessible material for the GM Local Nature Recovery Strategy as and when the need arises
3. Utilise communications and engagement networks of
4. Greater Manchester system – including local councils, VCFSE and partner organisations

**Stakeholder information/consultation:**

A wide range of staff groups, boards and committees have been informed about the strategy during its development the development of the strategy. A public survey, alongside dedicated engagement sessions for key groups, took place in spring 2024 to further consult and involve a wider group of stakeholders on priorities for the strategy. The GMCA received just over 800 responses to this survey.

A formal public consultation on the strategy was undertaken from November 2024 to January 2025 and received 427 responses

The SPD was subject to a six-week public consultation running from 31<sup>st</sup> January to Friday 14<sup>th</sup> 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 GM LNRS 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 GM LNRS and no issues concerning equality and community cohesion have been raised as a result of these consultations.

**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<br>Positive, Neutral, Negative |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------|--------------------------------------------------------------|
| Age                | <p>Different age groups have different access to greenspace, meaning that the health and wellbeing benefits are unequal, particularly in urban areas.</p> <p><u>Positive impacts</u></p> <p>This strategy encourages increased access to green</p> |                                                |                                       | Neutral                                                      |



|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |  |         |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|---------|
|                   | <p>space across the city-region, this should help to reduce inequalities in access to greenspace across a range of different age groups.</p> <p><u>Negative impacts</u><br/>There are no identifiable negative impacts for different age groups</p>                                                                                                                                                                                                                                                                                                                                    |  |  |         |
| <b>Disability</b> | <p>Accessibility of different types of greenspaces can vary considerably depending on types of impairment. There can be physical, social/attitudinal barriers to accessing greenspaces. Greenspaces are good for you and can in some cases help improve our health and wellbeing.</p> <p><u>Positive</u><br/>This strategy encourages increased access to green space across the city-region. Given the physical and mental health benefits of access to nature, this should have a generally positive knock on impact for people who are disabled.</p> <p><u>Negative impacts</u></p> |  |  | Neutral |

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                             |  |         |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--|---------|
|                                       | There are no identifiable negative impacts for different age groups.                                                                                                                                                                                                                                                                                                                                                               |                                                                                                             |  |         |
| <b>Gender Reassignment</b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                    | There is no evidence that there will be a differential impact based on gender reassignment.                 |  | Neutral |
| <b>Marriage and Civil Partnership</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                    | There is no evidence that there will be a differential impact based on marital or civil partnership status. |  | Neutral |
| <b>Pregnancy and Maternity</b>        |                                                                                                                                                                                                                                                                                                                                                                                                                                    | There is no evidence that there will be a differential impact based on pregnancy or maternity status.       |  | Neutral |
| <b>Race</b>                           | <p>Access to greenspace is unequal in Greater Manchester. GMCA analysis estimates that:</p> <ul style="list-style-type: none"> <li>• approximately 40% of communities experiencing racial inequalities live in the most green-space deprived areas of Greater Manchester</li> <li>• 64% of communities experiencing racial inequalities live in areas with a below median amount of green spaces per capita compared to</li> </ul> |                                                                                                             |  | Neutral |

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                         |  |         |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|--|---------|
|                            | <p>51% of white ethnic population.</p> <p>This means that the health and well-being benefits from urban green and blue spaces are not shared equally amongst the population.</p> <p><u>Positive impacts</u><br/>This strategy encourages increased access to green space across the city-region and therefore should help to reduce inequalities in access to greenspace in some of our least green areas.</p> <p><u>Negative impacts</u><br/>There are no identified adverse impacts on people from different ethnic groups</p> |                                                                                                         |  |         |
| <b>Religion and Belief</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | There is no evidence that there will be a differential impact based on Religion on Belief.              |  | Neutral |
| <b>Sex</b>                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | There is no evidence that there will be a differential impact based on the sex of a person.             |  | Neutral |
| <b>Sexual Orientation</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | There is no evidence that there will be a differential impact based on the sex orientation of a person. |  | Neutral |

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                          |  |          |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--|----------|
| <b>Carers</b>                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | There is no evidence that there will be a differential impact on carers.                                 |  | Neutral  |
| <b>Looked After Children and Care Leavers</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | There is no evidence that there will be a differential impact on looked after children and care leavers. |  | Neutral  |
| <b>Socio-economically vulnerable</b>          | <p>Research by the GHIA<sup>1</sup> project found that in Greater Manchester people with high incomes tend to live in greener places. The project found that GM neighbourhoods with the least compared to the most affluent older residents have:</p> <ul style="list-style-type: none"> <li>• lower proportion of green and blue cover,</li> <li>• less tree canopy cover,</li> <li>• smaller gardens,</li> <li>• markedly less public incidental /amenity space,</li> <li>• only slightly smaller parks and public recreation areas but with lower green and blue cover.</li> </ul> <p><u>Positive impacts:</u><br/>The LNRS encourages increased access to green</p> |                                                                                                          |  | Positive |

<sup>1</sup> [https://ghia.org.uk/wp-content/uploads/2020/01/ghia\\_report\\_online\\_lores.pdf](https://ghia.org.uk/wp-content/uploads/2020/01/ghia_report_online_lores.pdf)

|                 |                                                                                                                                                                                                                                                                                                                                      |                                                                            |  |         |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--|---------|
|                 | space across the city-region, this should help to reduce inequalities in access to greenspace. The need for better access to greenspace for deprived communities with low existing green cover is highlighted in the strategy.<br><br><u>Negative impacts:</u><br>The strategy has no known adverse impacts on deprived communities. |                                                                            |  |         |
| <b>Veterans</b> |                                                                                                                                                                                                                                                                                                                                      | 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 |
|---------------------|--------|--------------|-----------------|
|                     |        |              |                 |
|                     |        |              |                 |
|                     |        |              |                 |
|                     |        |              |                 |
|                     |        |              |                 |
|                     |        |              |                 |
|                     |        |              |                 |

**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<br>= 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           |

|                   |                    |                         |                            |                           |
|-------------------|--------------------|-------------------------|----------------------------|---------------------------|
| <b>Risk Level</b> | <b>No Risk = 0</b> | <b>Low Risk = 1 - 4</b> | <b>Medium Risk = 5 – 7</b> | <b>High Risk = 8 - 16</b> |
|-------------------|--------------------|-------------------------|----------------------------|---------------------------|

|                                               |                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3.2 Level of risk identified</b>           | No Risk – 0                                                                                                                                                                                                                                                                                                                                                                 |
| <b>3.3 Reasons for risk level calculation</b> | Equalities impacts identified are all positive or will not affect other groups of people with protected characteristics. The recovery of nature in the borough will benefit groups with protected characteristics including age, socio-economic vulnerability, race and disability. Other groups with protected characteristics will not be negatively impacted by the SPD. |

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

|                                                                 |          |                                                                                                   |
|-----------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------|
| <b>4.1 Analysis Decision</b>                                    | <b>X</b> | <b>Reasons for This Decision</b>                                                                  |
| There is no negative impact therefore the activity will proceed | X        | The GM LNRS will encourage all organisations, communities and residents to take action to support |

|                                                                                                                                                                                                                                 |  |                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----------------------------------------------------------------------------|
|                                                                                                                                                                                                                                 |  | nature's recovery and in doing so, will improve the benefits nature brings. |
| 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 | 05.06.25 |                                                                                                                                                                                                              |
| Responsible Asst. Director/Director | Cris Logue    | 05.06.25 |                                                                                                                                                                                                              |
| EDI                                 | Lee Cawley    | 11.06.25 | QA Complete: The analysis has been completed alongside a GM wide analysis. It is anticipated there will be only positive impacts for any characteristics or circumstances that are impacted by this activity |

## EqlA Revision Log

| 5.2 Revision Date | Revision By | Revision Details |
|-------------------|-------------|------------------|
|                   |             |                  |
|                   |             |                  |
|                   |             |                  |
|                   |             |                  |
|                   |             |                  |

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|                                |                                  |
|--------------------------------|----------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Non-Key |
|--------------------------------|----------------------------------|

|                   |                                                                        |                           |
|-------------------|------------------------------------------------------------------------|---------------------------|
| <b>Report to:</b> | Cabinet                                                                | <b>Date:</b> 09 July 2025 |
| <b>Subject:</b>   | Review of Corporate Core Senior Structure                              |                           |
| <b>Report of</b>  | Cabinet Member, Customer Service, Communications and Corporate Affairs |                           |

### Summary

1. This report sets out the actions which have resulted from a series of staffing changes within the Corporate Core during 2024/25.
2. Within these changes this report seeks approval for a Voluntary Exit application which must be constitutionally approved by the Cabinet and/or where costs exceed £100,000 and must therefore also be approved by Council.
3. The Report also includes the creation of two new Chief Officer Posts which must also be approved by Cabinet.

### Recommendation(s)

4. Agree to the deletion of the post of Director of People & Inclusion following the post-holders resignation.
5. Agree to deletion of the post of Head of Human Resources.
6. Approve the Voluntary Early Retirement of the Head of HR, support payment of the Voluntary Early Retirement and capital costs associated and commend this proposal to Council for their agreement.
7. Thank the Head of Human Resources for his contribution to the Council during his time with the authority.
8. Agree to the creation of two new Chief Officer posts: Assistant Director People & Inclusion and Head of Communications.
9. Delegate authority to the Executive Director (Strategy & Transformation) and Monitoring Officer to consider responses received from the consultation and produce a final version of the structure for implementation.

### Reasons for recommendation(s)

10. The proposals in this report make a budget saving with support the Council's financial position in 2025/26 and will create a permanent leadership structure within two important areas of the Corporate Core.

### Alternative options considered and rejected

11. None

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### Report Author and Contact Details:

Name: Kate Waterhouse

Position: Executive Director (Strategy & Transformation)

Department: Corporate Core

E-mail: [k.waterhouse@bury.gov.uk](mailto:k.waterhouse@bury.gov.uk)

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## Background

12. The Corporate Core has gone through significant change over the last five years in strengthening its role in supporting the Council and facilitating the delivery of organisational objectives. This transition was recognised by the Local Government Association (LGA) in its Corporate Peer Challenge Progress Review in 2024 and can be seen through the delivery of the Enabling Actions monitored within the Council's Corporate Plan.
13. The Progress Review by the LGA noted that to better enable the delivery of the Council's transformation programme there was a recommendation to further develop Finance, HR and ICT services. Following this, the Council has integrated finance within the Corporate Core, under a single executive director, thereby demonstrating a commitment to finding efficiencies within the department and ensuring consistency of approach across corporate services.
14. The Corporate Core has also lead on the integration of Housing Services back into the Council, integrating teams across corporate functions and managing the transition to 'safely land' the management and maintenance of the local social housing stock within the Council.
15. However, there remains work to be done to improve corporate services and to ensure the directorate is fit for purpose to support the Council to deliver against challenging objectives and increasingly complex demand.
16. This report outlines the need for a series of staffing changes within the Corporate Core following the departure of two members of the Senior Management Team and the vacant post of Head of Communications. As it is recognised that the Council continues to face a challenging budget situation, the proposals included within this report make savings through increased spans of management control and a reduction in tiers of leadership as per our organisation design principles.

## The Context for Change

17. The development to of Workforce Strategy for the Council continues to be a key priority, as does the focus on organisational development and inclusion to ensure that the Council has the strongest workforce to deliver its objectives. Following the departure of the Director of People and Inclusion at the end of March 2025 a review of the role has been undertaken, alongside the production of a service plan for Human Resources (HR) and Organisational Development (OD) to consider the current demands on the function and capacity to deliver.
18. The HR and OD service provides comprehensive management and employee support for Bury Council. The main functions of the service include managing the recruitment and selection process, employee relations, performance management, payroll and pensions, managing attendance, operational and consultation support, and occupational health and safety, as well as providing a training, development, reward and wellbeing offer.
19. In reviewing the performance over the last couple of years, the HR Service has delivered a wide range of improvements and a significant volume of activity through building relationships with managers, supporting large scale organisational change, improving recruitment processes, developing more sophisticated workforce reporting and increasing wellbeing support.

20. The OD function has continued to deliver core training and development activities over the past 12 months, supporting leadership and management development, increasing apprenticeship uptake and achieving our highest employee review and mandatory training compliance to date. However, further work is needed over the next 12 months to support the organisational culture, engagement, management development and behaviour work, to be further supported by a strengthened internal comms and engagement offer.
21. In 2020 Greater Manchester established a Tackling Inequalities commission, to address the entrenched inequalities across our communities which were exposed and worsened by the Covid pandemic. The Council has established a programme of work in response, under the leadership of the Director of People and Inclusion, to give voice to minoritised communities; improve cohesion and increase the representativeness and inclusion of its workforce and culture. The importance of this work to driving outcomes for local people is increasingly important in the context of current socio-economic pressures and will continue to be an area of future leadership, in conjunction with the Community Safety Partnership manager and the partnership of the Voluntary Community & Faith Alliance (VCFA).
22. Despite these improvements, stakeholder feedback from stakeholder has made clear that there are several areas where performance needs to be reshaped and improved, including:
  - Employee Relations, to operate in an increasingly litigious national environment and continue to drive workforce improvements in the Council's regulated services which are currently subject to inspection.
  - HR Operations, including responding to the Improvement Plan across basic systems and processes being overseen by the Audit committee.
  - Health & Safety, learning from some serious accidents in recent years and recognising the high-risk environment in which the Council operates.
  - Organisation Development, to respond to the recommendation for a comprehensive transformation plan from the LGA in the Council's recent Peer Review.
23. The Communication, Engagement & Marketing function is currently without permanent leadership following the departure of the postholder at the end of March 2025. The Head of Service role has been filled on an interim basis since that time, but a substantive appointment is required. The Council has a longstanding objective to improve the quality of its internal and external communications, to ensure congruency of messaging with corporate strategy and reinforce the "LET'S Do It!" call to action. Communications leadership is also required to corral the whole system, particularly the NHS GM function which until recently operated joint communication arrangements with the Council.

### **Proposed Structure**

24. The opportunity has been taken to review the HR/OD leadership structure to achieve efficiencies whilst building on the professional strengths described. This report recommends streamlining the senior management roles to ensure focus on the delivery of core operational requirements of the HR/OD service. The current structure includes both a Director and Head of Service for HR which, previously, provided capacity for the HR service to be managed and wider leadership of workforce-related functions to be discharged, including across Greater Manchester and in other services such as a review of the procurement function. The additional responsibilities

previously discharged by the Director post are now concluded and leadership requirements absorbed into substantive structures elsewhere in the Core.

25. On this basis the report proposes the deletion of the vacant post of Director of People & Inclusion and to agree to the Voluntary Early Retirement of the Head of HR post, with effect from the 1<sup>st</sup> August 2025, in order that a new Chief Officer post of Assistant Director of People & inclusion may be created (Chief Officer Band D). The Cabinet is asked to recognise the contribution of the departing Head of HR who spent his career at Bury Council and leaves us after over 36 years of public service, having overseen many of the improvements listed in this report and built a strong legacy for the future.
26. The reduction of leadership capacity in the HR Service will deliver a full-year saving of c£120k. Some of this saving will be reserved to address the costs of the structure change however it is proposed that a proportion is re-invested in the delivery team including Health & Safety.
27. The total costs of agreeing the release of this postholder are £39,604 in severance. Funding for this payment will be drawn from the savings made by the proposals contained within this report whilst still allowing for investment in the leadership required for HR/OD and Communications, and the creation of an additional role within the service to provide additional focus on Health & Safety. There is a requirement through the Voluntary Exits policy that the costs associated with the release are paid back within three years.
28. In line with the Council's Constitution and the Localism Act, applications under the Voluntary Exit Policy which exceed £100,000 must be agreed by Council. The £233,088 capital cost related to the early release of pension benefits which will be met through a combination of the remaining pension strain allowance available to the council this financial year and utilisation of capital receipt flexibilities that can support redundancy costs where service transformation and financial savings are achieved. There will be no further direct impact on the Council's general fund budget from this decision.
29. It is proposed that a new Head of Communications is established (COA) to lead and manage the Council's function on a permanent basis. This role will be required to lead the Council service only but must work across the system including in partnership with NHS GM; the Combined Authority and Team Bury partners to manage system-wide messaging, particularly across statutory partnerships including the Community Safety Partnership; Children's Strategic Partnership Board and in conjunction with the private sector, particularly the Council's two Joint Venture development partners.
30. This post holder will also be expected to work closely with the Assistant Director of People & Inclusion to ensure alignment of strategy and the co-delivery of high-quality internal campaigns to ensure the recruitment, retention and development of staff within the Council. The post holder will also be expected to complete a review of the team structure to ensure that the service is fully aligned to the priorities agreed within the Communications Strategy.

## Conclusions

31. The proposals above support the delivery of the Council's Corporate Plan for 2025/26 by strengthening the leadership arrangements in the Corporate Core

through providing for permanent appointments to senior posts in Human Resources and Communications.

32. These changes are shaped around continuous improvement within the Corporate Core as recommended by the Local Government Association in their Corporate Peer Challenge and are directed at fulfilling the objectives within the Council's 2025/26 Corporate Plan.

### Recommendations

33. The recommendations from this proposal are as follows:
- Agree to the deletion of the post of Director of People & Inclusion following the post-holders resignation.
  - Approve the Voluntary Early Retirement the Head of HR, supports payment of the Voluntary Early Retirement and capital costs associated and commends this proposal to Council for their agreement.
  - Thank the Head of Human Resources for his contribution to the Council during his time with the authority.
  - Agree to the creation of two new Chief Officer posts: Assistant Director People & Inclusion and Head of Communications.
  - Delegate authority to the Executive Director (Strategy & Transformation) and Monitoring Officer to consider responses received from the consultation and produce a final version of the structure for implementation.

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### Links with the Corporate Priorities:

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

34. These proposals seek to support the delivery of the Council's Corporate Plan by ensuring that the Council has the right structure and capacity in place to deliver against published priorities and performance indicators and the wider commitments of the LET'S Do It! Strategy.

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### 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](mailto:l.cawley@bury.gov.uk) for advice).*

35. The proposals do not effect Council policy and are delivered within the scope of the agreed Voluntary Exits Policy which has been subject to a full Equality Impact Assessment.

---

### 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](mailto:climate@bury.gov.uk) for advice) and **Biodiversity** (contact [c.m.wilkinson@bury.gov.uk](mailto:c.m.wilkinson@bury.gov.uk) for advice)*

36. No negative impacts identified.

---

**Assessment and Mitigation of Risk:**

| <b>Risk / opportunity</b>                                                                 | <b>Mitigation</b>                                                                                         |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| The proposed changes remove capacity and experience necessary to organisational delivery. | The proposed departure dates and future structural arrangements have been designed to mitigate this risk. |

---

**Legal Implications:**

*To be completed by the Council's Monitoring Officer.*

37. The Supplementary Guidance (Openness and Accountability in Local Pay) supplements the existing pay accountability guidance published in February 2012 which requires Local authorities to present details of any package paid to an officer where the value of the package exceeds £100,000. In accordance with the Council constitution approval of the Voluntary Early Retirement package is subject to agreement by Council.

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**Financial Implications:**

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

38. The severance cost of £39,604 will be funded from savings arising from the net reduction in posts detailed in the report. The capital costs of £233,088 will be funded from a combination of the remaining pension strain allowance available to the council this financial year (c£81k) with balance via utilisation of capital receipt flexibilities that can support redundancy costs where service transformation and financial savings are achieved. There will be no further direct impact on the Council's general fund budget from this decision. There is an ongoing revenue saving of c£40k resulting from the proposals.

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**Appendices:**

None

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**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.*

| <b>Term</b> | <b>Meaning</b> |
|-------------|----------------|
|             |                |



|                                |             |
|--------------------------------|-------------|
| <b>Classification:</b><br>Open | Item No. 14 |
|--------------------------------|-------------|

|                                        |                                                                   |
|----------------------------------------|-------------------------------------------------------------------|
| <b>Meeting:</b>                        | Cabinet                                                           |
| <b>Meeting date:</b>                   | 09 July 2025                                                      |
| <b>Title of report:</b>                | Extension of Council Contract for Delivery of Parking Enforcement |
| <b>Report by:</b>                      | Cabinet Member for Environment, Climate Change & Operations       |
| <b>Decision Type:</b>                  | Key                                                               |
| <b>Ward(s) to which report relates</b> | All                                                               |

### Summary

1. This report seeks approval to extend the existing Contracts for the delivery of Parking Enforcement and IT Back Office Services.

### Recommendation(s)

2. **That the Cabinet approves the extension of the existing Parking Enforcement and associated IT Contract for twelve months until 31<sup>st</sup> August 2026.**

### Reasons for recommendation(s)

3. The extension is required to allow for a new Parking Enforcement and IT back office specification and Tender process to be arranged and completed.

### Alternative options considered and rejected

4. No other option is available in the light of the operational requirement.

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### Joint Report Authors and Contact Details:

*Name: John Foudy/Karen James*

*Position: Parking Services Managers*

*Department: Operations*

*E-mail: [j.foudy@bury.gov.uk](mailto:j.foudy@bury.gov.uk) [k.j.james@bury.gov.uk](mailto:k.j.james@bury.gov.uk)*

*Name: Russell Starkie*

*Position: Principal Procurement Manager*

*Department: Corporate Core ( Finance )*

*E-mail: [r.starkie@bury.gov.uk](mailto:r.starkie@bury.gov.uk)*

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## Background

### The Existing Framework Arrangement

- A. Parking Enforcement and IT Contracts were awarded for a 4 year period with a 1 year option in September 2021.
- B. The Contract was due to expire on 31<sup>st</sup> August 2025.
- C. The proposed extension would be for a period of 12 months until 31<sup>st</sup> August 2026. This will ensure that parking enforcement duties under Traffic Management Act 2004 can be carried out.

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### Links with the Corporate Priorities:

- 5. **Enterprise** – Extension would allow Parking Enforcement to continue under Traffic Management Act 2004.

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### Equality Impact and Considerations:

- 6. Not applicable

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### Environmental Impact and Considerations:

- 7. Risk of chaos parking.

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### Assessment and Mitigation of Risk:

| Risk / opportunity                                                                                                 | Mitigation                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Council is required to meet its statutory parking services implications under the Traffic Management Act 2004. | Failing to extend the existing <u>Contract</u> would hinder the Council in fulfilling its statutory obligations negatively impacting highway users in Bury. |

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### Legal Implications:

- 8. The proposed extension is a reasonable and proportionate step to take to ensure that Parking Enforcement under Traffic Management Act 2004 can continue.

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### Financial Implications:



9.     Parking Enforcement Contract Extension cost approximately £815,000 and IT Contract Extension is approximately £90,000 and are funded within the approved 2025/26 budget.

---

**Background papers**

N/A

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

| Term     | Meaning                     |
|----------|-----------------------------|
| TMA 2004 | Traffic Management Act 2004 |

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|                                |                                  |
|--------------------------------|----------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Non-Key |
|--------------------------------|----------------------------------|

|                   |                                                  |                           |
|-------------------|--------------------------------------------------|---------------------------|
| <b>Report to:</b> | Cabinet                                          | <b>Date:</b> 16 July 2024 |
| <b>Subject:</b>   | Finance Update Report – 2024/25 Outturn Position |                           |
| <b>Report of</b>  | Cabinet Member for Finance and Transformation    |                           |

### Summary

This report provides an update to Cabinet on the council's final outturn position across the General Fund revenue and capital budgets, Housing Revenue Account (HRA) and DSG (Dedicated Schools Grant).

The 2024/25 General Fund outturn position is an overspend of £4.365m, which represents 1.94% of the net revenue budget. This compares to the last report to Cabinet at Quarter 3 which forecast an overspend of £2.660m. There have been fluctuations to forecasts since Quarter 3, which are outlined in the body of the report. The 2024/25 budget contained approved savings to be delivered totalling £6.354m, of which £5.957m (93.88%) has been delivered. Those savings not achieved in this financial year will be delivered in 2025/26.

The increase in the overspend has directly impacted on reserves and the budget stabilisation reserve is no longer sufficient to support the forecast funding gap past 2026/27, however, work continues on the zero-based budget review of all services to identify budget proposals which will reduce the funding gap and reliance on reserves in future years.

The outturn position on the capital programme is slippage of £19.360m against the £79.174m approved delivery programme. The slippage will initially be carried forward for delivery in 2025/26, but the intention is to carry out a fundamental review of the deliverability of the 2025/26 capital programme and make recommendations to Cabinet regarding re-profiling in the first (Q1) financial performance update to Cabinet in September.

The outturn position on the Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) are also provided in the body of the report.

### Recommendation(s)

1. Cabinet is asked to:

- Note the 2024/25 revenue outturn position of a £4.365m overspend (1.94%) against a net budget of £224.480m.
- Note the General Fund and Earmarked Reserves balance at 31 March 2025 of £63.684m.
- Note the overall 2024/25 capital programme outturn position of £59.814m, (76%) compared to the overall 2024/25 capital programme budget of £79.174m.
- Approve the in-year capital slippage of £19.360m being initially transferred into 2025/26 to enable an in-year review of the deliverability of the capital programme to be undertaken and the programme re-profiled accordingly.
- Note the 2024/25 outturn position for the Housing Revenue Account (HRA).
- Note the 2024/25 outturn position for the Dedicated Schools Grant (DSG).

### Reasons for recommendation(s)

2. To note the final financial outturn position for 2024/25 subject to external audit.

### Alternative options considered and rejected

3. N/A

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### Report Author and Contact Details:

Name: Neil Kissock  
Position: Director of Finance  
Department: Corporate Core Department  
E-mail: [N.Kissock@bury.gov.uk](mailto:N.Kissock@bury.gov.uk)

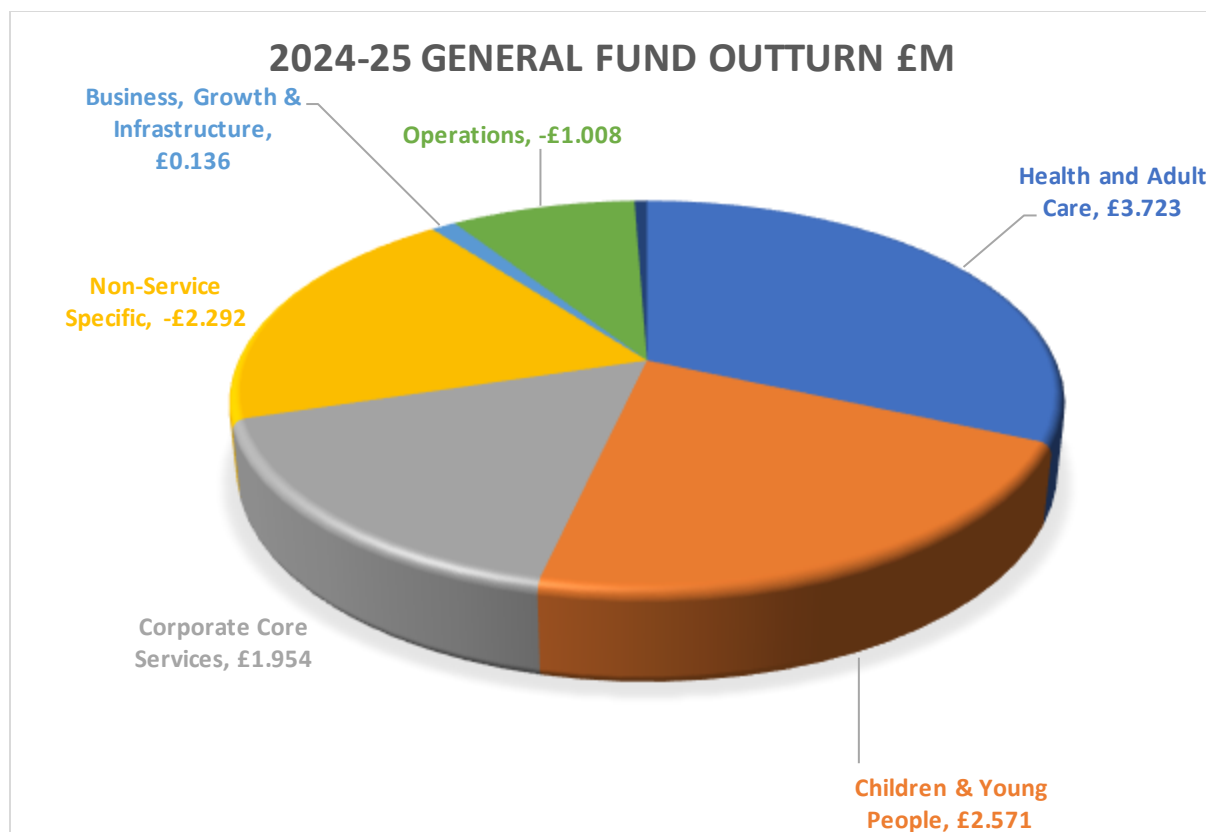
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### Background

#### 2024/25 Revenue Outturn

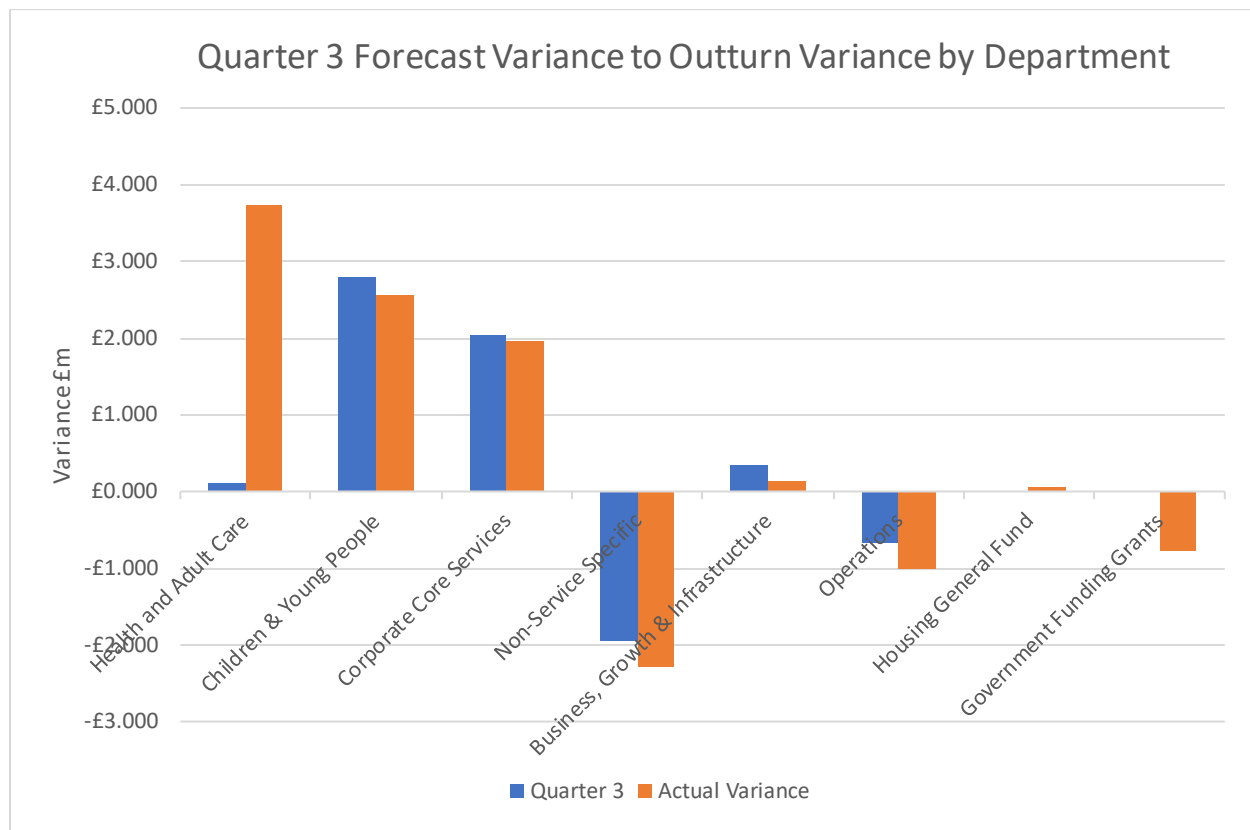
4. The 2024/25 general fund revenue outturn position was an overspend of £4.365m (subject to audit) which represents a variance of 1.94% compared to the overall revenue budget of £224.480m. The final outturn is £1.705m higher than the forecast outturn position at quarter 3 which was reported to Cabinet in March and represents an additional call on reserves.

| 2024/25 Indicative Outturn        | Revised Budget<br>£m | Actual<br>£m      | Actual to Budget<br>Variance<br>£m |
|-----------------------------------|----------------------|-------------------|------------------------------------|
| <u>Directorate:</u>               |                      |                   |                                    |
| Health & Adult Care               | £90.091              | £93.814           | £3.723                             |
| Children & Young People           | £57.553              | £60.124           | £2.571                             |
| Corporate Core Services           | £28.070              | £30.024           | £1.954                             |
| Non-Service Specific              | £30.819              | £28.527           | (£2.292)                           |
| Business, Growth & Infrastructure | £0.580               | £0.716            | £0.136                             |
| Operations                        | £17.446              | £16.438           | (£1.008)                           |
| Housing General Fund              | (£0.079)             | (£0.011)          | £0.068                             |
| <b>NET REVENUE BUDGET</b>         | <b>£224.480</b>      | <b>£229.632</b>   | <b>£5.152</b>                      |
| <u>Funding:</u>                   |                      |                   |                                    |
| Council Tax                       | (£110.198)           | (£110.198)        | £0.000                             |
| Business Rates                    | (£71.282)            | (£71.282)         | £0.000                             |
| Government Funding Grants         | (£29.851)            | (£30.638)         | (£0.787)                           |
| <b>FUNDING</b>                    | <b>(£211.331)</b>    | <b>(£212.118)</b> | <b>(£0.787)</b>                    |
| <u>Use of Reserves:</u>           |                      |                   |                                    |
| Budget Stabilisation Reserve      | (£13.149)            | (£13.149)         | £0.000                             |
| <b>USE OF RESERVES</b>            | <b>(£13.149)</b>     | <b>(£13.149)</b>  | <b>£0.000</b>                      |
| <b>BUDGET POSITION</b>            | <b>£0.000</b>        | <b>£4.365</b>     | <b>£4.365</b>                      |



5. The quarterly forecast positions and the actual outturn position can be seen in the table below:

| 2024-25 Revenue Outturn           | Revised Budget<br>£m | Quarter 1<br>Variance<br>£m | Quarter 2<br>Variance<br>£m | Quarter 3<br>Variance<br>£m | Actual<br>Variance<br>£m |
|-----------------------------------|----------------------|-----------------------------|-----------------------------|-----------------------------|--------------------------|
| <u>Department:</u>                |                      |                             |                             |                             |                          |
| Health & Adult Care               | £90.091              | £1.233                      | £0.937                      | £0.107                      | £3.723                   |
| Children & Young People           | £57.553              | £1.915                      | £2.924                      | £2.789                      | £2.571                   |
| Corporate Core Services           | £28.070              | £0.381                      | £1.460                      | £2.044                      | £1.954                   |
| Non-Service Specific              | £30.819              | (£0.752)                    | (£1.535)                    | (£1.959)                    | (£2.292)                 |
| Business, Growth & Infrastructure | £0.580               | £0.034                      | £0.063                      | £0.347                      | £0.136                   |
| Operations                        | £17.446              | (£0.191)                    | (£0.839)                    | (£0.668)                    | (£1.008)                 |
| Housing General Fund              | (£0.079)             | £0.000                      | £0.000                      | £0.000                      | £0.068                   |
| <b>Directorate Total</b>          | <b>£224.480</b>      | <b>£2.620</b>               | <b>£3.010</b>               | <b>£2.660</b>               | <b>£5.152</b>            |
| <u>Funding:</u>                   |                      |                             |                             |                             |                          |
| Council Tax                       | (£110.198)           | £0.000                      | £0.000                      | £0.000                      | £0.000                   |
| Business Rates                    | (£71.282)            | £0.000                      | £0.000                      | £0.000                      | £0.000                   |
| Government Funding Grants         | (£29.851)            | £0.000                      | £0.000                      | £0.000                      | (£0.787)                 |
| <b>Funding</b>                    | <b>(£211.331)</b>    | <b>£0.000</b>               | <b>£0.000</b>               | <b>£0.000</b>               | <b>(£0.787)</b>          |
| <u>Use of Reserves:</u>           |                      |                             |                             |                             |                          |
| Budget Stabilisation Reserve      | (£13.149)            | £0.000                      | £0.000                      | £0.000                      | £0.000                   |
| <b>USE OF RESERVES</b>            | <b>(£13.149)</b>     | <b>£0.000</b>               | <b>£0.000</b>               | <b>£0.000</b>               | <b>£0.000</b>            |
| <b>GENERAL FUND</b>               | <b>£0.000</b>        | <b>£2.620</b>               | <b>£3.010</b>               | <b>£2.660</b>               | <b>£4.365</b>            |



Details of the significant variances include:

**Health and Adult Care: (£3.723m overspend overall)**

- The Care in the Community budget overspent by £5.558m. (10.01%). This is the both the largest proportion of the Health and Adult Care budget and the budget area subject to most volatility. The overspend is £4.448m higher than the forecast position at Q3 and reflects both the impact of an increase in demand, and the complexity of the individuals being supported, in the final quarter but also a data quality issue with regard to the recording of income for joint funded packages of care in the Controcc social care payments system which is integrated with the LiquidLogic case management system.

The data quality issue was identified as part of the year-end reconciliation process and effectively led to expenditure being netted off and understated by c.£4m. Work is being undertaken to address the underlying issues with regard to the configuration of the systems and to ensure staff are re-trained with regard to the recording of information correctly into LiquidLogic and Controcc and to develop better reporting functionality and improvements to the budget monitoring process to ensure that any discrepancies or issues are identified and addressed at the earliest opportunity. This improvement work is being overseen by the Finance Board.

c.£5.2m of the overspend is likely to be recurrent and not factored into the current MTFS. Work has already begun in the current financial year to

identify mitigations to address some of the financial impact in 2025/26 through A programme of work is underway focussing on maximising independence, a home first approach aiming to both prevent admission and increase discharge and identifying opportunities to build capacity to manage demand and deliver savings. There also offsetting underspends in other service areas particularly in non-service specific which are also recurrent in nature and will mitigate some of the recurrent pressure on the Adult Social Care budget.

- The Commissioning & Procurement budget underspent by £0.076m in part due to a one-off refund regarding NHU Continuing Healthcare funded packages.
- The Adult Social Care Operations budget underspent by £1.447m, the main driver is the ongoing challenges with recruitment leading to staffing vacancies within the Assessment and Care Management, Integrated Neighbourhood Team (INT), Reviewing Team and Community Mental Health Team staffing budgets.
- The Public Health budget underspent by £0.226m, due to:
  - Staffing Budget underspend.
  - One-off contract underspend for Sexual Health Services.
  - Reduction in Substance Misuse prescribing costs.
  - One-off contract underspend for Substance Misuse.

Children and Young People: (£2.571m overspend overall)

- Children's residential placements including Children with Disabilities overspent by £3.980m, of which £2.450m is in relation to demand with placements increasing from the 38 included in the 2024/25 budget to 47 at outturn; and £1.450m is due to an 11% increase in the average weekly unit cost of the placements. A total of £5.731m has been included in the 2025/26 budget to meet demand and inflation increases and it is anticipated that this should be sufficient to fund this pressure and estimated in-year increases in the current financial year, however the area will be subject to ongoing detailed review as part of the monthly monitoring process in line with the materiality and volatility inherent in this budget area.
- Home to School Transport overspent by £0.361m, in part due to the delayed achievement of the SEND transport savings of £0.275m which is expected to be achieved in full in 2025/26.
- There were costs of £0.240m which were not able to be charged to Dedicated Schools Grant resulting in an overspend within Education and Inclusion. This shortfall has been addressed in the MTFS and 2025/26 budget.



- Staffing and agency costs have a net overall underspend of £0.768m due to ongoing vacancies and difficulties with recruitment.
- Early Breaks has an underspend of £0.350m due to a reduction in overall demand.
- Additional grants totalling £0.521m have been received in year covering committed expenditure and helping to offset the overall overspend. The grant income has been applied in line with the relevant grant conditions.

Corporate Core Services: (£1.954m overspend overall)

- Housing Needs and Options has overspent by £1.176m (208.25%) in relation to overnight accommodation which is in line with the quarter three forecast position. This service has had an additional £1.100m of budget allocated for 2025/26 as part of the MTFS process to address the pressure and is another material and volatile budget area that will be kept under close review in the current financial year.
- There is an overspend of £1.152m resulting from an increased net contribution to the Insurance Reserve and Provision to reflect an updated valuation of the level of reserve and provision required to meet future claims and risks.
- Legal & Democratic Services has an underspend of £747k (12.30%) due to:
  - Member Allowance underspends £0.145m
  - Additional income from HRA £0.143m
  - Additional fee income £0.208m
  - Elections costs recovery for the municipal and Mayoral elections £0.174m
- The Corporate Core Executive Director service has overspent by £225k (3.11%) due to:
  - DDAT infrastructure and contract overspends (£1.113m) of which the ongoing costs have been included within the 2025/26 budget; offset by staffing underspends (£0.458m)
  - Partnerships and PSR staffing underspend (£0.189m) and overachieved contributions. (£0.134m)
  - Emergency Response & Resilience overachieved income (£0.097m)

Non-Service Specific: (£2.292m) underspend

- The underspend primarily related to lower than anticipated borrowing being undertaken through the re-phasing of, and subsequent slippage on, the capital programme alongside increased returns on investments including the airport dividend (£0.898m received, £0.498m over budget).

Business Growth and Infrastructure: (£0.136m overspend)

- The main reasons for the overspend were lower than budgeted incomes in Development Management (Planning) and the Longfield Centre in Prestwich.

Operations: (£1.008m underspend overall)

- Wellness has underspent by £0.571m due to overachievement of income targets alongside reduced costs on utilities and staffing. This reflects the work undertaken by the service to reduce the level of council subsidy to the leisure service.
  - Street Scene has underspent by £0.412m due to reduced street lighting energy costs due to a combination of volume reductions due to efficiencies in relation to LED infrastructure improvements and unit price reductions. The impact of this has been factored into the 2025/26 budget but will be kept under close review given the volatility in energy prices.
  - Various staffing areas have underspent across the services by a net £0.365m due to vacancies and organisational redesign enabling early delivery of the agreed 2025/26 staffing budget reductions.
  - Markets have overspent by £0.404m; income has underachieved due to the Market Hall closure and repairs and maintenance costs offset in part with reduced running costs. This has been addressed in the 2025/26 budget.
6. Whilst demand and inflationary pressures across council services have been built into the MTFs and 2025/26 budget, they were based on the information available at the time. As such there are both potential risks, and opportunities, relating to income and demand fluctuations fluctuating from the current assumptions. Work is being undertaken over the summer to carry out a review of all budgets with a Zero-Based Budget process, in part informed by the outturn position and review, to both identify savings to address the current c.£10 forecast funding gap and also build updated evidence-based budgets for 2026/27. This process will assess and identify areas of opportunity to reduce budgets alongside linking budgets to the strategic aims, objective and priorities of the Council. The ZBB may also identify services areas with structural budget pressures or where evidence-based investment could deliver cost reductions overall.

**Savings**

7. The council's performance against the approved savings proposals can be seen in the table below with overall 93.88% of agreed savings being delivered. The RAG rating indicates if the proposal is fully not achieved (red),

underachieved (amber), or already complete (blue). There are currently 15 schemes which are complete totalling £5.825m, two schemes which is currently rated amber with a forecast underachievement of £0.288m, with one scheme currently rated red at £0.150m underachievement.

| Savings Proposal                                                                                                                                        | Directorate | RAG Rating | Target (£000s)  | Outturn (£000s) | Variance (£000s) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------|-----------------|-----------------|------------------|
| Review of Working Age Adults' Costs Against a Robust National Toolkit                                                                                   | HAC         | C          | (£700)          | (£700)          | £0               |
| Development of Wider Learning Disabilities Strategy for Age 14-25 Cohort                                                                                | HAC         | C          | (£180)          | (£180)          | £0               |
| Residents Transitioning to Alternative Packages                                                                                                         | HAC         | C          | (£375)          | (£375)          | £0               |
| Enforce S22 of Care Act                                                                                                                                 | HAC         | C          | (£336)          | (£336)          | £0               |
| Reduce Public Health Staffing                                                                                                                           | HAC         | C          | (£033)          | (£033)          | £0               |
| Consolidation of Community Bed Capacity                                                                                                                 | HAC         | C          | (£1,627)        | (£1,627)        | £0               |
| Support at Home Budget - part of £500k HRA element - service ended                                                                                      | HAC         | C          | (£150)          | (£150)          | £0               |
| Increase Fees and Charges through Financial Assessments - ensuring service users get all benefits available and pay their contribution. (Client Income) | HAC         | C          | (£684)          | (£684)          | £0               |
| Remove Bad Debt Provision - realignment                                                                                                                 | HAC         | C          | (£200)          | (£200)          | £0               |
| Children's Short Breaks & Personal Budgets                                                                                                              | CYP         | C          | (£100)          | (£100)          | £0               |
| SEND Transport                                                                                                                                          | CYP         | A          | (£345)          | (£70)           | £275             |
| Direct Payment Audits                                                                                                                                   | CYP         | C          | (£100)          | (£150)          | (£50)            |
| Capitalisation of Salaries through Capital Receipts                                                                                                     | BGI         | C          | (£150)          | (£150)          | £0               |
| Increase in Planning Fees                                                                                                                               | BGI         | R          | (£150)          | £0              | £150             |
| Additional '3 days unpaid leave' Income                                                                                                                 | NSS/CCS     | C          | (£090)          | (£90)           | £000             |
| Integration of Housing Services                                                                                                                         | NSS/CCS     | C          | (£1,000)        | (£1,000)        | £000             |
| Additional Workforce Savings                                                                                                                            | NSS/CCS     | A          | (£25)           | (£12)           | £13              |
| Service Reviews within the Corporate Core - Incl capitalisation of salaries 25/26                                                                       | CCS         | C          | (£100)          | (£100)          | £0               |
| <b>TOTAL SAVINGS PROPOSALS FEBRUARY 2024</b>                                                                                                            |             |            | <b>(£6,345)</b> | <b>(£5,957)</b> | <b>£388</b>      |

- SEND transport – £245k of this target cannot be implemented before

September 2025, however, £70k of the remaining £100k target is forecast to be achieved via a migration to personal budgets rather than direct tax fares. This is expected to be achieved in full in 2025/26.

- Increase in planning fees – as is common with this budget area, the income from planning fees can fluctuate year-to-year, due to being dependent upon the number of planning applications received.
- The HAC 2024/25 savings programme was delivered in full, however, demand pressures on the Community Care budget (increase in client numbers and increased costs of care packages) has offset the savings achieved during 2024/25. A programme of work is underway focussing on maximising independence, a home first approach aiming to both prevent admission and increase discharge and identifying opportunities to build capacity to manage demand and deliver savings.

### **Reserves**

8. In accordance with statutory regulations and CIPFA Guidance, the levels of balances and reserves are reviewed during the budget process to ensure that they are currently sufficient, and that they will remain adequate over the medium-term.
9. The table below shows the opening balance on reserves from the 31 March 2024 compared to the actual year-end balance on reserves in the unaudited 2024/25 statement of accounts.
10. Overall, the position on general fund and earmarked reserves reduced by £26.730m.
11. The significant movements include:
  - Budget Stabilisation which includes the budgeted use of reserves of £13.149m and the outturn position of £4.365m.
  - Budget Stabilisation Funding which is utilised to smooth the impact of the deficit on Business Rates and surplus on Council Tax.
  - Insurance Reserve utilisation in relation to a combination of settlement of claims and rebalancing the position on reserves and provisions as advised by the actuary.
  - Directorate Reserves have increased by contributions to reserves for future planned activities.

| GENERAL FUND RESERVES SUMMARY                                |               |                   | Balance at<br>31 March<br>2024<br>£m | Balance at<br>31 March<br>2025<br>£m | Variance<br>£m |
|--------------------------------------------------------------|---------------|-------------------|--------------------------------------|--------------------------------------|----------------|
| General Fund                                                 |               |                   | (£10.000)                            | (£10.000)                            | £0.000         |
| Directorate Reserves                                         |               |                   | (£3.225)                             | (£4.013)                             | (£0.788)       |
| Corporate Reserves                                           | Investment    | Invest to Save    | (£1.519)                             | (£1.958)                             | (£0.439)       |
| Corporate Reserves                                           | Investment    | Regeneration      | £0.000                               | (£0.020)                             | (£0.020)       |
| Corporate Reserves                                           | Investment    | Transformation    | (£0.838)                             | (£0.838)                             | £0.000         |
| Corporate Reserves                                           | Risk          | Volatility/Demand | £0.000                               | £0.000                               | £0.000         |
| Corporate Reserves                                           | Risk          | Insurance         | (£4.664)                             | (£3.109)                             | £1.555         |
| Corporate Reserves                                           | Risk          | DSG               | (£6.000)                             | (£6.000)                             | £0.000         |
| Corporate Reserves                                           | Stabilisation | Net Budget        | (£43.341)                            | (£25.707)                            | £17.634        |
| Corporate Reserves                                           | Stabilisation | Funding           | (£7.193)                             | (£3.338)                             | £3.855         |
| Corporate Reserves                                           |               |                   | (£63.555)                            | (£40.970)                            | £22.585        |
|                                                              |               |                   |                                      |                                      |                |
| External Funding                                             |               |                   | (£13.634)                            | (£8.701)                             | £4.933         |
| GF Reserves Balance excluding Statute & Ring-Fenced Reserves |               |                   | (£90.414)                            | (£63.684)                            | £26.730        |

12. The Secretary of State in his Written Ministerial Statement to parliament on 5 February 2024 in presenting the Final 2024/25 Local Government Finance Settlement,

*“asks authorities to continue to consider how they can use their reserves to maintain services over this and the next financial year, recognising that not all reserves can be reallocated, and that the ability to meet spending pressures from reserves will vary between authorities.”*

The continuing use of reserves to balance the budget however presents an unsustainable position and, as such, the Council continues to work to reduce the reliance on the use of reserves and to stabilise the Council's finances over the medium-term. As it currently stands the value of the Budget Stabilisation reserve is sufficient to meet the forecast funding gap in 2026/27, but not in 2027/28, however the financial strategy remains to identify budget proposals through the ZBB review work which will reduce the gap in 2026/27 and enable a budget to be set without recourse to reserves in the medium-term.

### **2024/25 Capital Outturn**

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

|         |           |
|---------|-----------|
| 2024/25 | £146.928m |
| 2025/26 | £75.665m  |

2026/27      £21.701m

14. At the 16 July 2024 Cabinet meeting, a further £23.419m of slippage from 2023/24 was added to the 2024/25 programme, to increase the 2024/25 Capital Programme to £170.347m.
15. Throughout the year, project managers have continued to review their respective capital schemes and have provided scheme updates and re-phased schemes into future years of the Capital Programme to match the anticipated timing of spend, as a result of more up to date information becoming available.
16. In February and March 2025, a Revised Programme and forecast of £79.174m was reported to Council and Cabinet. The table below shows the 2024/25 Capital Programme outturn position of £59.814m (subject to audit), that equals 76% of the revised capital programme total of £79.174m.
17. The main variances of the £19.360m underspend include:
  - £4.067m Schools grant allocations.
  - £14.443m across Radcliffe Regeneration Levelling-Up scheme, Bury Regeneration Levelling-Up scheme and Prestwich Village Regeneration.
  - £2.447m HRA Capital Programme.
  - £3.958m within Highways, including Highways Planned Maintenance Programme; Highway Structures; Street Lighting and Traffic Management schemes; Active Travel schemes.
  - £1.638m Housing including Disabled Facilities.
  - (£7.194m) Approved In-Principle schemes to 2025/26 per quarter 3 report.
18. The £59.814m capital schemes during 2024/25 have delivered the following: -
  - £21.018m of ongoing Regeneration projects: Radcliffe Hub is at an advanced stage, Bury Flexi Hall and Prestwich Travel Hub have begun on site.
  - £18.225m on Housing, including £15.210m on the Council Housing Stock, empty properties, rough sleepers and housing developments.
  - £9.810m of Highways maintenance and Active Travel Schemes.
  - £3.8m on Sports and Leisure, improvements to open spaces and new 3G football pitches.
  - £3.434m on Schools, condition and modernisation as well as basic needs provision.
  - £1.456m of Property schemes, including Bury Market and rationalisation of the Corporate Estate.
  - £1.522m improving and renewing Digital Communication technologies the Council employs to deliver its services.

| Capital Expenditure by Theme                        | 2024/25 Revised Programme<br>£m | Actual Spend at Outturn<br>£m | Actual Spend at Outturn<br>% | (Under) / Over spend at Outturn<br>£m | Proposed Slippage to 2025/26<br>£m |
|-----------------------------------------------------|---------------------------------|-------------------------------|------------------------------|---------------------------------------|------------------------------------|
| Regeneration and Economic Growth                    | £35.460                         | £21.018                       | 59%                          | (£14.442)                             | £14.442                            |
| Open Spaces                                         | £1.576                          | £0.978                        | 62%                          | (£0.598)                              | £0.598                             |
| Sports and Leisure                                  | £3.245                          | £2.868                        | 87%                          | (£0.377)                              | £0.377                             |
| Operational Fleet                                   | £0.412                          | £0.367                        | 89%                          | (£0.045)                              | £0.045                             |
| ICT and Digital                                     | £0.775                          | £1.523                        | 127%                         | £0.748                                | (£0.748)                           |
| Highways                                            | £13.769                         | £9.811                        | 69%                          | (£3.958)                              | £3.958                             |
| Children and Young People                           | £7.501                          | £3.434                        | 46%                          | (£4.067)                              | £4.067                             |
| Property                                            | £1.168                          | £1.457                        | 91%                          | £0.289                                | (£0.289)                           |
| Older People                                        | £0.057                          | £0.057                        | 100%                         | £0.000                                | £0.000                             |
| Housing GF                                          | £4.653                          | £2.401                        | 52%                          | (£2.252)                              | £2.252                             |
| Housing HRA                                         | £17.657                         | £15.824                       | 90%                          | (£1.833)                              | £1.833                             |
| Climate Change                                      | £0.095                          | £0.076                        | 80%                          | (£0.019)                              | £0.019                             |
| Approved In Principle schemes from 2025/26          | (£7.194)                        | £0.000                        | 0%                           | £7.194                                | (£7.194)                           |
| <b>TOTAL EXPENDITURE</b>                            | <b>£79.174</b>                  | <b>£59.814</b>                | <b>76%</b>                   | <b>(£19.360)</b>                      | <b>£19.360</b>                     |
|                                                     |                                 |                               |                              |                                       |                                    |
| <b>Financing the Capital Programme</b>              |                                 |                               |                              |                                       |                                    |
| Prudential Borrowing                                | £28.660                         | £11.124                       | 39%                          | (£17.536)                             | £17.536                            |
| External Funding                                    | £37.197                         | £32.716                       | 88%                          | (£4.481)                              | £4.481                             |
| Capital Receipts                                    | £5.429                          | £7.740                        | 143%                         | £2.311                                | (£2.311)                           |
| General Fund Revenue Contribution to Capital Outlay | £0.558                          | £0.833                        | 149%                         | £0.275                                | (£0.275)                           |
| Housing Revenue Account Major Repairs Reserve       | £7.330                          | £7.401                        | 101%                         | £0.071                                | (£0.071)                           |
| <b>TOTAL FINANCING</b>                              | <b>£79.174</b>                  | <b>£59.814</b>                | <b>76%</b>                   | <b>(£19.360)</b>                      | <b>£19.360</b>                     |

19. The slippage has been caused by a number of factors including some delays in procurement and contract awards, unexpected issues being identified during both design and construction phases which have delayed the delivery of some schemes and recruitment challenges which have impacted on the capacity to deliver.
20. It is proposed that the slippage of £19.360m on schemes is initially carried forward into the 2025/26 Capital Programme, that will increase the 2025/26 Capital Programme from £120.736m approved at February 2025 Budget Council to £140.096m, which includes an overall borrowing requirement of £61.783m. The intention is to carry out a fundamental review of the deliverability of the 2025/26 capital programme and make recommendations to Cabinet with regard to re-profiling in the first (Q1) financial performance update

to Cabinet in September. The initial impact of the carry forward is set out in the table below.

| <b>Capital Expenditure by Theme</b>                 | <b>2025/26 Programme<br/>£m</b> | <b>Proposed Slippage to 2025/26<br/>£m</b> | <b>2025/26 Revised Capital Programme<br/>£m</b> |
|-----------------------------------------------------|---------------------------------|--------------------------------------------|-------------------------------------------------|
| Regeneration and Economic Growth                    | <b>£46.640</b>                  | £14.442                                    | £61.082                                         |
| Open Spaces                                         | <b>£0.000</b>                   | £0.598                                     | £0.598                                          |
| Sports and Leisure                                  | <b>£0.000</b>                   | £0.377                                     | £0.377                                          |
| Operational Fleet                                   | <b>£0.000</b>                   | £0.045                                     | £0.045                                          |
| ICT and Digital                                     | <b>£0.000</b>                   | (£0.748)                                   | (£0.748)                                        |
| Highways                                            | <b>£28.395</b>                  | £3.958                                     | £32.353                                         |
| Children and Young People                           | <b>£9.787</b>                   | £4.067                                     | £13.854                                         |
| Property                                            | <b>£2.697</b>                   | (£0.289)                                   | £2.408                                          |
| Older People                                        | <b>£0.000</b>                   | £0.000                                     | £0.000                                          |
| Housing GF                                          | <b>£3.652</b>                   | £2.252                                     | £5.904                                          |
| Housing HRA                                         | <b>£29.522</b>                  | £1.833                                     | £31.355                                         |
| Climate Change                                      | <b>£0.043</b>                   | £0.019                                     | £0.062                                          |
| Approved In Principle schemes from 2025/26          | <b>£0.000</b>                   | (£7.194)                                   | (£7.194)                                        |
| <b>TOTAL EXPENDITURE</b>                            | <b>£120.736</b>                 | <b>£19.360</b>                             | <b>£140.096</b>                                 |
|                                                     |                                 |                                            |                                                 |
| <b>Financing the Capital Programme</b>              |                                 |                                            |                                                 |
| Prudential Borrowing                                | <b>£51.480</b>                  | £17.536                                    | £69.016                                         |
| External Funding                                    | <b>£52.048</b>                  | £4.481                                     | £56.529                                         |
| Capital Receipts                                    | <b>£9.864</b>                   | (£2.311)                                   | £7.553                                          |
| General Fund Revenue Contribution to Capital Outlay | <b>£0.014</b>                   | (£0.275)                                   | (£0.261)                                        |
| Housing Revenue Account Major Repairs Reserve       | <b>£7.330</b>                   | (£0.071)                                   | £7.259                                          |
| <b>TOTAL FINANCING</b>                              | <b>£120.736</b>                 | <b>£19.360</b>                             | <b>£140.096</b>                                 |

### **Collection Fund Outturn Position**

21. The increasing prominence of council tax and business rates funding council services means that the collection fund is closely monitored on an ongoing basis. The outturn position on the collection fund is an in-year surplus of £6.150m, with a residual deficit brought forward from 2023/24 of £5.466m. (This is the difference between the statutory estimated deficit as at 15 January 2023 and the outturn position.) This brings the overall forecast to a net surplus of £0.684m. The Council's share of the surplus is £0.539m and Greater Manchester Combined Authority's share is £0.146m (for police and fire and rescue services).



22. The proportionate shares for Business Rates and Council Tax mean that greater Manchester Combined Authority have a 1% share of Business Rates and a 16% share of Council Tax, whereas the Council have a 99% share of Business Rates and 84% share of Council Tax.
23. The main movements which are resulting in the surplus position of £0.684m (Bury share £539m) are shown below.

| <b>2024/25 Surplus/(Deficit) on Collection Fund</b>            | <b>Council Tax</b> | <b>NNDR</b>     | <b>TOTAL</b>      |
|----------------------------------------------------------------|--------------------|-----------------|-------------------|
|                                                                | <b>£m</b>          | <b>£m</b>       | <b>£m</b>         |
| <b>2023/24 Surplus/(Deficit) Balance b/f</b>                   | <b>£0.630</b>      | <b>(£6.096)</b> | <b>(£5.466)</b>   |
| <b>2024/25</b>                                                 |                    |                 |                   |
| Income                                                         | £134.140           | £47.137         | <b>£181.277</b>   |
| <b>Contributions towards Previous Year's Deficit:</b>          |                    |                 |                   |
| Bury MBC                                                       | £0.000             | £5.361          | <b>£5.361</b>     |
| Police and Crime Commissioner                                  | £0.000             |                 | <b>£0.000</b>     |
| General Mayoral - Fire and Rescue Service                      | £0.000             | £0.054          | <b>£0.054</b>     |
| <b>Total Income</b>                                            | <b>£134.140</b>    | <b>£52.552</b>  | <b>£186.692</b>   |
| <b>Precepts and Demands on Collection Fund:</b>                |                    |                 |                   |
| Bury MBC                                                       | (£110.199)         | (£45.950)       | <b>(£156.149)</b> |
| Police and Crime Commissioner                                  | (£14.714)          |                 | <b>(£14.714)</b>  |
| General Mayoral - Fire and Rescue Service                      | (£6.484)           | (£0.464)        | <b>(£6.948)</b>   |
| Disregards: Renewable Energy                                   |                    | £0.000          | <b>£0.000</b>     |
| Cost of Collection                                             |                    | (£0.234)        | <b>(£0.234)</b>   |
| Transitional Protection Payments                               |                    | £0.078          | <b>£0.078</b>     |
| <b>Impairment of Debts/Appeals:</b>                            |                    |                 |                   |
| Write-offs of Uncollectable Amounts                            | (£0.070)           | (£0.055)        | <b>(£0.124)</b>   |
| Increase/(Decrease) in the Allowance for Impairment of Arrears | (£1.513)           | £0.080          | <b>(£1.432)</b>   |
| Increase/(Decrease) in the Allowance for Impairment of Appeals |                    | (£0.145)        | <b>(£0.145)</b>   |

|                                                       |                   |                  |                   |
|-------------------------------------------------------|-------------------|------------------|-------------------|
| <b>Contributions towards Previous Year's Surplus:</b> |                   |                  |                   |
| Bury MBC                                              | (£0.732)          | £0.000           | (£0.732)          |
| Police and Crime Commissioner                         | (£0.097)          |                  | (£0.097)          |
| General Mayoral - Fire and Rescue Service             | (£0.043)          | £0.000           | (£0.043)          |
| <b>Total Expenditure</b>                              | <b>(£133.853)</b> | <b>(£46.690)</b> | <b>(£180.542)</b> |
| <b>2024/25 In-Year Surplus/(Deficit)</b>              | <b>£0.287</b>     | <b>£5.863</b>    | <b>£6.150</b>     |
| <b>Surplus/(Deficit) as at 31.03.2025</b>             | <b>£0.918</b>     | <b>(£0.233)</b>  | <b>£0.684</b>     |

| <b>Share of the 2024/25 Surplus/(Deficit)</b> | <b>Council Tax<br/>£m</b> | <b>NNDR<br/>£m</b> | <b>TOTAL<br/>£m</b> |
|-----------------------------------------------|---------------------------|--------------------|---------------------|
| Bury MBC                                      | £0.770                    | (£0.231)           | <b>£0.539</b>       |
| Police and Crime Commissioner                 | £0.103                    |                    | <b>£0.103</b>       |
| General Mayoral - Fire and Rescue Service     | £0.045                    | (£0.002)           | <b>£0.043</b>       |
| <b>Surplus/(Deficit) as at 31.03.2025</b>     | <b>£0.918</b>             | <b>(£0.233)</b>    | <b>£0.684</b>       |

24. Work has been undertaken to reduce the arrears for both Council Tax and Business Rates which has resulted in a reduced requirement for allowance for impairment of debt. The performance for arrears reduction is a 10.91% reduction for Council Tax and a 10.59% reduction for Business Rates.
25. Alongside improving the collection of arrears, there has been significant work undertaken to improve the collection rate for in year debt. The trend for collection over the past 7 years can be seen below. It is important to note that collection was impacted during and in the period after the COVID pandemic due to the prevailing economic conditions.

| <b>Collection Rates</b>        | <b>Council Tax<br/>%</b> | <b>NNDR<br/>%</b> |
|--------------------------------|--------------------------|-------------------|
| 2024/25 Actual collection rate | 95.59                    | 96.55             |
| 2024/25 Target collection rate | 96.00                    | 95.00             |
| 2023/24                        | 95.25                    | 93.88             |
| 2022/23                        | 94.99                    | 92.73             |
| 2021/22                        | 95.77                    | 93.73             |
| 2020/21                        | 96.01                    | 87.63             |
| 2019/20                        | 96.39                    | 95.37             |
| 2018/19                        | 96.49                    | 96.23             |
| 2017/18                        | 96.62                    | 96.04             |

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

**Housing Revenue Account Outturn position**

27. The table below shows the overall pre audit outturn position on the HRA for 2024-25, which is for an underspend of £0.201m, which is an improvement of £1.495m from the position reported at the end of Quarter 3.

| HRA INCOME AND EXPENDITURE STATEMENT                     | 2024/25 Revised Budget (Q04) | 2024/25 OUTTURN  |                 |                |
|----------------------------------------------------------|------------------------------|------------------|-----------------|----------------|
|                                                          |                              | Actual           | Variance        |                |
|                                                          | £m                           | £m               | £m              | %              |
| <b>INCOME</b>                                            |                              |                  |                 |                |
| Dwelling Rents                                           | (£36.759)                    | (£36.745)        | £0.014          | 99.96%         |
| Non-dwelling Rents                                       | (£0.204)                     | (£0.229)         | (£0.025)        | 112.25%        |
| Other Charges for Services and Facilities                | (£1.376)                     | (£1.151)         | £0.225          | 83.65%         |
| Contributions Towards Expenditure                        | (£0.161)                     | (£1.219)         | (£1.058)        | 757.14%        |
| <b>Total Income</b>                                      | <b>(£38.500)</b>             | <b>(£39.344)</b> | <b>(£0.844)</b> | <b>102.19%</b> |
| <b>EXPENDITURE</b>                                       |                              |                  |                 |                |
| Repairs and Maintenance                                  | £8.160                       | £9.335           | £1.175          | 114.40%        |
| Supervision and Management                               | £10.632                      | £9.945           | (£0.687)        | 93.54%         |
| Special Services                                         | £1.431                       | £1.328           | (£0.103)        | 92.80%         |
| Rents, Rates, Taxes, and Other Charges                   | £0.038                       | £0.183           | £0.145          | 481.58%        |
| Depreciation of Non-Current Assets                       | £7.330                       | £7.414           | £0.084          | 101.15%        |
| Debt Management Expenses                                 | £0.045                       | £0.025           | (£0.020)        | 55.56%         |
| Movement in Provision for Bad Debts                      | £0.525                       | £0.335           | (£0.190)        | 63.81%         |
| <b>Total Expenditure</b>                                 | <b>£28.161</b>               | <b>£28.565</b>   | <b>£0.404</b>   | <b>101.43%</b> |
| HRA Services' Share of Corporate and Democratic Core     | £0.400                       | £0.418           | £0.018          | 104.50%        |
| <b>Net Income or Expenditure of HRA Services</b>         | <b>(£9.939)</b>              | <b>(£10.361)</b> | <b>(£0.422)</b> | <b>104.25%</b> |
| Interest Payable and Similar Charges                     | £4.500                       | £4.570           | £0.070          | 101.56%        |
| Interest and investment income                           | (£0.800)                     | (£0.649)         | £0.151          | 81.13%         |
| <b>(Surplus) or Deficit for the Year on HRA Services</b> | <b>(£6.239)</b>              | <b>(£6.440)</b>  | <b>(£0.201)</b> | <b>103.22%</b> |
| <b>APPROPRIATIONS</b>                                    |                              |                  |                 |                |
| Reversal of Depreciation                                 | (£7.330)                     | (£7.414)         | (£0.084)        |                |
| Transfer to the Major Repairs Reserve                    | £7.330                       | £7.414           | £0.084          |                |
| Repayment of Arranged Loans                              | £0.204                       | £0.204           | £0.000          | 100.00%        |
| Capital Expenditure Funded by the HRA                    | £0.000                       | £0.000           | £0.000          | 0.00%          |
| <b>Total Appropriations</b>                              | <b>£0.204</b>                | <b>£0.204</b>    | <b>£0.000</b>   | <b>100.00%</b> |

28. The final outturn underspend position will increase the overall in-year contribution to the HRA Reserve. Details of the significant variances include:

- Service Charges £0.225m under-recovery as previously forecast. This shortfall mainly relates to Sheltered Services charges.
- Repairs and Maintenance £1.175m which reflects both increased service demands and rising costs, the main pressures were:  
 Disrepairs – there has been a national trend seeing increasing numbers of disrepair claims being made. The overspend of £0.276m was made up of £0.150m overspend on legal costs and £0.126m on compensation payments and professional fees.  
 £0.286m overspend related to agency costs, due to difficulties in recruiting into permanent posts.  
 £0.307m overspend related to a shortfall in anticipated income from additional charges on capital works, previously claimed by STH, but no longer required  
 £0.095m relating to cost pressures within the Assets section.
- Supervision and Management has an underspend of £0.687m which relates to the following services:  
 Consultancy costs underspend £0.134m.  
 Underspend of £0.245m due to vacancy savings and an underspend in legal costs and supporting costs for the Neighbourhood service and Business Assurance service.  
 On the creation of the integrated budgets there had been a duplication in the budgeting for various Insurances which resulted in a saving £0.247m.
- Special Services have underspent by £0.103m made up of minor variances under £0.100m:
- Allowance for Bad debts £0.190m underspend. The contribution to the Bad Debt Allowance required is less than budgeted for. This is due to a smaller than anticipated overall increase in the level of arrears and a much smaller amount of debt being written off in year, amounting to less than £0.080m compared to £0.178m in the previous year.
- Interest and Investment Income underachieved by £0.151m. 2024/25 saw a number of cuts in the Bank of England base rate, which reduced the earning potential of cash sums held and invested by the Council.
- External Interest Charges £0.070m. Pressure caused by increased interest charges on HRA debt held, which has been impacted by the move away from direct revenue financing of the capital plan to a combination of increased prudential borrowing, use of capital receipts and Government grants.

29. The revised HRA Capital Programme including slippage from 2023/24 is £17.657m as detailed in the table below. The final actual spend was £15.824m requiring £1.833m of slippage into 2025/26.

| CAPITAL PROGRAMME                | 2024/25 Revised Budget | 2024/25 OUTTURN  |                 |               |
|----------------------------------|------------------------|------------------|-----------------|---------------|
|                                  | Actual                 | Variance         |                 |               |
|                                  | £m                     | £m               | £m              | %             |
| <b>CAPITAL EXPENDITURE</b>       |                        |                  |                 |               |
| Major Works & Imps               | £13.819                | £6.109           | (£7.710)        | 44.21%        |
| Other Capital Spend              | £3.838                 | £9.715           | £5.877          | 253.10%       |
| New Build Development Costs      | £0.000                 | £0.000           | £0.000          | 0.00%         |
| Demolition Costs                 | £0.000                 | £0.000           | £0.000          | 0.00%         |
| Other Fixed Assets               | £0.000                 | £0.000           | £0.000          | 0.00%         |
| <b>Total Capital Expenditure</b> | <b>£17.657</b>         | <b>£15.824</b>   | <b>(£1.833)</b> | <b>89.62%</b> |
| <b>CAPITAL FINANCING</b>         |                        |                  |                 |               |
| Prudential Borrowing             | (£3.919)               | (£2.402)         | £1.517          | 61.29%        |
| External Funding                 | (£3.285)               | (£3.394)         | (£0.109)        | 103.32%       |
| Capital Receipts                 | (£3.123)               | (£2.627)         | £0.496          | 84.12%        |
| HRA Direct Revenue Financing     | (£0.000)               | £0.000           | £0.000          | 0.00%         |
| HRA Major Repairs Reserve        | (£7.330)               | (£7.401)         | (£0.071)        | 100.97%       |
| <b>Total Capital Financing</b>   | <b>(£17.657)</b>       | <b>(£15.824)</b> | <b>£1.833</b>   | <b>89.62%</b> |
| <b>Total Capital Programme</b>   | <b>£0.000</b>          | <b>£0.000</b>    | <b>£0.000</b>   |               |

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

| MOVEMENT on the HRA RESERVE                                                   | 2024/25 Revised Budget | 2024/25 Actual (OUTTURN) |                 |
|-------------------------------------------------------------------------------|------------------------|--------------------------|-----------------|
|                                                                               | £m                     | £m                       | £m              |
| <b>Balance on the HRA at the End of the Previous Reporting Period</b>         | <b>(£10.511)</b>       | <b>(£10.511)</b>         | <b>£0.000</b>   |
| (Surplus) or Deficit for the Year on the HRA Income and Expenditure Statement | (£6.239)               | (£6.440)                 | (£0.201)        |
| Appropriations                                                                | £0.204                 | £0.204                   | £0.000          |
| <b>Net (Increase) or Decrease before Transfers to or from Reserves</b>        | <b>(£6.035)</b>        | <b>(£6.236)</b>          | <b>(£0.201)</b> |
| Transfers to/(from) Earmarked Reserves                                        | £0.000                 | £0.000                   | £0.000          |
| <b>(Increase) or Decrease in Year on the HRA</b>                              | <b>(£6.035)</b>        | <b>(£6.236)</b>          | <b>(£0.201)</b> |
| <b>Balance on the HRA at the End of the Current Reporting Period</b>          | <b>(£16.546)</b>       | <b>(£16.747)</b>         | <b>(£0.201)</b> |

**Dedicated Schools Grant Outturn position**

31. The DSG is broken down into 4 components and Bury's allocations and pre-audit outturn position for 2024-25 are as follows: -

|                        | <b>Allocation<br/>£m</b> | <b>Outturn<br/>Variance<br/>£m</b> |
|------------------------|--------------------------|------------------------------------|
| Schools Block          | £157.600                 | (£0.042)                           |
| Central Services Block | £1.100                   | (£0.097)                           |
| Early Years Block      | £22.700                  | (£0.873)                           |
| High Needs Block       | £47.400                  | £1.595                             |
| <b>TOTAL</b>           | <b>£228.800</b>          | <b>£0.582</b>                      |

32. The Schools Block and Early Years Block are almost entirely passported to schools and early years providers. The Central Services Block is used to fund central services funded by Bury. There is little variance in this area. The major risk to the Council is the High Needs Block. (HNB)

33. The HNB spending and allocations are subject to numerous funding regulations. These regulations are described in full within the DFE High Needs Funding Guidance and the link is given below:

[High needs funding: 2024 to 2025 operational guide - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/high-needs-funding-guidance-2024-to-2025-operational-guide)

34. The HNB covers Special Educational Needs (SEN) funding for pupils aged 0 to 25 irrespective of which setting they attend. The broad headings for the HNB 2024/25 budget and outturn position are shown below:

| <b>HNB Category</b>                                | <b>24-25<br/>Budget<br/>£m</b> | <b>24-25<br/>Outturn<br/>£m</b> |
|----------------------------------------------------|--------------------------------|---------------------------------|
| Specials Schools and Pupil Referral Unit (PRU)     | £19.800                        | £19.110                         |
| Resourced Provision within Mainstream Schools (RP) | £3.000                         | £1.870                          |
| Early Years Funding                                | £0.000                         | £0.000                          |
| SEN Funding within Mainstream Funding (EHCP's)     | £8.200                         | £9.764                          |
| Independent (Out Borough) Special Schools          | £12.300                        | £14.749                         |
| Post 16 Commissioned Places                        | £1.800                         | £1.787                          |
| Alternative Provision                              | £1.700                         | £1.642                          |
| SEN Support Services                               | £2.200                         | £1.667                          |
| Expenditure Relating to Recovery Plan              | £0.400                         | £0.416                          |
| Import/export of students                          | £1.200                         | £1.194                          |
| <b>Total Expenditure</b>                           | <b>£50.600</b>                 | <b>£52.200</b>                  |
| Financed by:-                                      |                                |                                 |
| High Needs Block Allocation                        | (£46.600)                      | (£47.578)                       |
| Recoupment from other LA's                         | (£0.500)                       | (£0.405)                        |
| School Block Transfer                              | (£0.800)                       | (£1.735)                        |
| Health Service Contribution                        | (£1.600)                       | (£0.899)                        |
| DFE Safety Valve Income                            | (£1.000)                       | (£1.000)                        |
| <b>Total Income</b>                                | <b>(£50.500)</b>               | <b>(£51.620)</b>                |

|                   |                |                |
|-------------------|----------------|----------------|
| Balance           | £0.100         | £0.582         |
| <b>DEFICT b/f</b> | <b>£18.500</b> | <b>£18.459</b> |
| <b>DEFICT c/f</b> |                | <b>£19.041</b> |

35. The DSG deficit at the beginning of the 2024/25 financial year was £18.459m, during the year, the service has worked on making savings where possible, whilst continuing to face increasing demand which is a national pressure. The pre-audit 2024/25 DSG deficit position is £19.041m, an increase of £0.582m
36. Bury is within the Safety Valve Programme which means the Council must work with the DfE around how the deficit is managed, and a revised DSG recovery plan has been agreed with the Department of Education (DfE). Under this arrangement the DfE has provided additional funding of £26m (over the length of the agreement up to 2028/29). £4m of this is due over the next 4 years and is at risk if the conditions of the plan cannot be met.
37. There remain significant challenges for Project Safety Valve (PSV) as the service continues to see increases in both demand and in unit costs. The work on PSV workstreams and reducing expenditure in future years is paramount in ensuring a balanced position in the High needs Block and a reduction in the carried forward DSG deficit position.
38. The deficit is ring fenced and carried forward within Bury's accounts. This is permissible under the statutory override arrangements. The recent Spending Review published stated:
- “To make the system more inclusive and improve outcomes for all children and young people, the government will reform the current Special Educational Needs and Disabilities (SEND) system. Details of the government's intended approach to SEND reform will be set out in a Schools White Paper in the autumn”. It will also “set out further details on supporting local authorities as we transition to a reformed system as part of the local government funding reform consultation”.*
39. Due to the quantum of the national DSG deficit, it was always unlikely that the override would be removed without transitional arrangements being put into place to avoid pushing councils towards issuing S114 notices. It has now been confirmed that the statutory override will be extended until 2027/28.
40. The majority of LA's are now facing serious budgetary pressures and deficits which have been building over a number of years due to: -
- The HNB allocations not being increased for the rises in pupil numbers.
  - The percentage of pupils with SEN needs has been increasing but has not been reflected within allocations.
  - The HNB becoming responsible for 19- to 25-year-olds without any additional funding.

- LA's own provision being at full capacity meaning there is more reliance on expensive independent special school's fees.
- Inflationary pressures being greater than the increase's in HNB funding.

### Schools Balances

41. Schools Balances brought forward from 2023/24 totalled £2.555m. At the end of the 2024/25 financial year, Schools Balances totalled £2.484, a total reduction of £0.071m. These numbers do not include academies that the Local Authority does not report on.

42. The outturn position is split as follows:

|              | <b>2024/25<br/>Closing School<br/>Balances<br/>£m</b> |
|--------------|-------------------------------------------------------|
| Nursery      | £0.082                                                |
| Primary      | £0.025                                                |
| Secondary    | £1.370                                                |
| Special      | £1.007                                                |
| <b>TOTAL</b> | <b>£2.484</b>                                         |

43. The number of schools which are in a deficit position has reduced from 17 at the end of 2023-24 to 12 at the end of the 2024-25 financial year.

44. Schools are required to adhere to their budget limits, but in the event of an unplanned deficit occurring this will be deducted from the following year's budget share. Schools that aren't able to produce a balanced budget for 2025/26 can request approval to set a deficit budget by submitting a deficit recovery management plan to the Executive Director of Children and Young People. The deficit should normally be recovered within two to three years.

45. Of the 12 schools ending 2024/25 with a deficit, there are currently 10 schools that cannot currently set a balanced budget for 2025/26:

- 4 already have an approved deficit recovery plan.
- 4 plans are currently being reviewed by Finance staff before submission for approval.
- 2 have not yet submitted a deficit recovery plan for approval.

46. Discussions are ongoing with the schools that have not yet submitted a recovery plan.



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**Links with the Corporate Priorities:**

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

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**Equality Impact and Considerations:**

48. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:  
A public authority must, in the exercise of its functions, have due regard to the need to:
- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
49. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

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**Environmental Impact and Considerations:**

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

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**Assessment and Mitigation of Risk:**

| Risk / opportunity                                             | Mitigation                                                                  |
|----------------------------------------------------------------|-----------------------------------------------------------------------------|
| The Council has insufficient funds to support its expenditure. | Regular reporting and tight budgetary control by budget holders support the |

|  |                                                                                         |
|--|-----------------------------------------------------------------------------------------|
|  | Council in managing the overall financial risks and financial planning for the Council. |
|--|-----------------------------------------------------------------------------------------|

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**Legal Implications:**

51. This report provides Members with details of the outturn position, there are no specific legal considerations in this report

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**Financial Implications:**

52. The financial implications are included within the Report.

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**Appendices:**

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**Background papers:**

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

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

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

| Term  | Meaning                                               |
|-------|-------------------------------------------------------|
| MTFF  | Medium Term Financial Forecast                        |
| LGFS  | Local Government Finance Settlement                   |
| CIPFA | Chartered Institute of Public Finance and Accountancy |
| PSV   | Project Safety Valve                                  |
| DfE   | Department for Education                              |



|                                |                                  |
|--------------------------------|----------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Non-Key |
|--------------------------------|----------------------------------|

|                   |                                                                |                           |
|-------------------|----------------------------------------------------------------|---------------------------|
| <b>Report to:</b> | Cabinet                                                        | <b>Date:</b> 10 June 2025 |
| <b>Subject:</b>   | Consultation Outcome – Changes to Resident Car Parking Permits |                           |
| <b>Report of</b>  | Cabinet Member for Environment, Climate Change & Operations    |                           |

### Summary

1. In the February 2025 Budget Cabinet paper a list of additional savings projects for consideration was provided for members. One of these savings projects met the threshold for additional consultation with residents. This was the proposed changes to the charges for Resident Parking Permits.
2. A consultation was launched and analysis completed in May and this report presents the outcome of the consultation which is required to be returned to Cabinet within the 25/26 financial for decision.
3. The detail of this proposal is set out below along with the analysis of the consultation responses. Should the proposal not proceed following the outcome of the consultation the loss of £145k of forecast income would need to be offset by an additional contribution from reserves in 2025/26 and the MTFS updated accordingly for later years and increasing the forecast funding gap by £145k.

### Recommendation(s)

4. To consider the feedback from the consultation and approve the recommendation for the changes to resident parking permits.

### Reasons for recommendation(s)

5. The Council is under significant financial pressure and the changes proposed brings the organisation in line with other areas within Greater Manchester. Should this not be approved then the projected savings will have to be recovered from other areas.

### Alternative options considered and rejected

6. N/A

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### Report Author and Contact Details:

*Name: Helen Corbishley*  
*Position: Head of Performance and Delivery*  
*Department: Corporate Core*  
*E-mail: h.corbishley@bury.gov.uk*

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### Background

7. In the February 2025 Budget Cabinet paper a list of additional savings projects for consideration was provided for members approval. One of these savings projects met the threshold for additional consultation with residents. This was the proposed changes to the charges for Resident Parking Permits.
8. Should the proposal not proceed following the outcome of the consultation the loss of forecast income would need to be offset by either other savings projects or an additional contribution from reserves in 2025/26 and the MTFS updated accordingly for later years. This would cause additional financial pressures on the current budget proposals.

### **Resident Parking Schemes**

9. Resident Parking Schemes operate in streets close to town centres, around hospitals and near to Metrolink stops. They allow people who live in these streets to park close to their homes by restricting parking to permit holders only. Residents can apply for permits for their own vehicles and for visitors. Permits are also available for businesses located within Resident Parking Scheme zones.
10. Residents apply to create parking scheme zones in their local areas, the permit fees are used in part to cover the costs of enforcement of the schemes and associated administration e.g. printing of permits with holographic security
11. Bury Council currently has 11 residents parking zones across the Borough. The first residents parking scheme was introduced in the borough approximately 20 years ago. Subsequently, a further 10 schemes have been introduced.
12. It should be recognised that no car owner has an inalienable right to park on any specific section of the highway and it should, therefore, also be recognised that residents parking schemes will never guarantee the car-owning resident a parking space.
13. As with all parking schemes enforcement activity will be undertaken.
14. Requests are generally received directly from residents, via Councillors or as a result of the Council investigating complaints about other issues. There may be, on occasion, the need for the Council to review parking in areas without receiving a request from any other source. In order for the Council to investigate a request to introduce a residents parking scheme a minimum of 10 properties within the affected area must indicate that they support the request.
15. As per our Resident Parking Scheme Policy (<https://www.bury.gov.uk/roads-travel-and-parking/parking/apply-for-a-parking-permit/resident-parking-scheme-permits/resident-parking-scheme-policy>) , existing schemes can be

reviewed every 5 years. Any schemes implemented will remain in place indefinitely. If a resident wishes the Council to consider removing a scheme they must receive support from a minimum of ten affected properties in the area.

### **Budget Proposal**

16. There is an annual charge of £35 for a resident parking permit and the council issues approximately 1,500 permits a year generating an income of £65,000. In addition to this, residents can apply for up to two visitor permits. Bury does not charge for the first visitor permit, the second visitor permit is charged at £35. We issue 5,000 first and 2,300 second visitor permits annually.
17. We recognise that some of the visitor permits will be aligned to health and social support for our residents. There are no proposals to change the current process where free permits can be provided where eligible.
18. We have reviewed how other Councils charge, and we are looking to review how we manage and issue visitor permits. This will generate additional income which will help support our financial pressures. It will also bring us into line with other councils when it comes to visitor permits:
19. We propose to uplift the permit cost for residents from £35 to £45 per annum. This would generate an additional £15,000 of annual income. The proposed uplift in cost would still be lower than two other councils in Greater Manchester.
20. We plan to introduce a new charge for 1st visitor permits of £25 per annum. The proposed changes would generate an additional £125,000 of annual income. The proposed charge would be in line with other councils across the country. We propose to uplift the cost for 2nd visitor permits from £35 to £45 per annum. This would generate an additional £23,000 of annual income.

### **Greater Manchester Comparison**

21. Out of the ten Greater Manchester Authorities, two (Oldham and Manchester) do not charge residents for permit parking and with enforcement for the schemes funded from elsewhere.
22. The remaining listed below utilise various charging methods but as a whole the proposed changes for Bury would result in the charges being the median cost across Greater Manchester for a resident permit and the cheapest for an annual chargeable first visitor permit.

| LA                                | Resident Permit                                         | 1 <sup>st</sup> Visitor                                     | 2 <sup>nd</sup> Visitor                       |
|-----------------------------------|---------------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------|
| Bolton                            | £30                                                     | £10 for 20 visitor pass book                                |                                               |
| Manchester                        | Free                                                    | Free                                                        | Free                                          |
| Oldham                            | Free                                                    | Free                                                        | Free                                          |
| Rochdale                          | 4 allowed – first free, £25 each after that             | Not allowed                                                 | Not allowed                                   |
| Tameside                          | £30.00                                                  | £30.00                                                      | Daily use scratch cards £10.00 for book of 20 |
| Wigan<br>(increasing from May 25) | £30                                                     | £30                                                         | Not allowed                                   |
| Bury                              | £45.00                                                  | £25.00                                                      | £45.00                                        |
| Stockport                         | £47.50                                                  | £47.50                                                      | £47.50                                        |
| Trafford                          | £49.50                                                  | Visitor day books can be purchased - £13 for 25 daily cards |                                               |
| Salford                           | £50 per resident permit including 1 free visitor permit |                                                             |                                               |

### Consultation

23. The resident consultation for these changes was launched on 24 February 2025 and was open for 6 weeks. There were 286 responses in total.
24. The consultation asked the following questions:
- **Do you currently use a residents, visitors or business parking permit?**

1. Do you currently use a residents, visitors or business parking permit?



58% of respondents (162) were currently users of parking permits in the borough.

- **If you currently use a first free visitor parking permit, what will the impact of the proposed charge be?**

For many respondents this was seen as an additional cost in an already difficult financial situation following the recent cost of living crisis. In addition, there would be an anticipated significant reduction in routine visitors from family and friends. Some respondents stated that the frequency of current use of the free visitor permit would not warrant purchasing one. Some respondents also noted that the new charge was low in comparison to the other permits and therefore would be of lower impact and others would not be purchasing a second visitor permit to mitigate the cost.

- **Do you think the uplift of costs to align with other areas is the best approach to refreshing the permit charge?**

With regards to approach of benchmarking with other areas to align permit costs the majority of respondents were against this and would rather local principles applied when determining cost increases such as location in the borough and proximity to services such as schools and hospitals

- **Will the proposals stop you from purchasing parking permits in the future?**

4. Will the proposals stop you from purchasing parking permits in the future?



65% of respondents said that they would stop buying permits in the future.

- **Do you have any other concerns on the proposal?**

The main concerns of impact of the changes were financial and the ability to afford both the increase in the cost of permits generally and the new charge for first visitor permits. In addition there were concerns about mental health and the social impact on residents where there could be an impact on reduced visitors particularly to lonely and vulnerable residents. Some respondents also commented on how they didn't want resident parking permit schemes at all.

25. Other suggestions and concerns from respondents included:

- Install more pay and display machines for visitor parking
- Ensure enforcement of permits already being used
- Vulnerability of residents due to limited visiting
- Increased wardens during events such as football matches
- Disparity between those living in in permit and non permit zones and how the proposals are impacting unfairly
- Widen the permit zone and keep the charge the same
- Particularly in Prestwich there was concern about discouraging people from using local businesses as parking is already difficult but also support for use of permits around Prestwich to ensure residents are able to park near their homes

## **Recommendations**

26. In order to meet the requirements set out in the November and February Budget reports it is recommended that this budget proposal is accepted.
27. Consideration should be given as to whether an exemption process would be appropriate to mitigate the medium risks identified in the EIA, however a similar precedence across Greater Manchester is inconsistent.
28. It is recommended that the Resident Parking Permit policy is communicated to permit holders to provide a reminder of the process to end parking schemes in their local area and in addition the opportunity to review on a 5 yearly basis.

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## **Links with the Corporate Priorities:**



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

---

### **Equality Impact and Considerations:**

A full EIA has been carried out for this activity

The blanket introduction of the additional fee for the first visitor pass is likely to result in in-direct discrimination for disabled people and carers if they previously required an additional permit solely for their health and care needs.

Information of how many residents this may affect is not available however 10% of residents stated they were disabled a lot on the 2021 census, it is therefore very likely that some residents will be affected by this policy change.

It is recommended that relevant teams look at an exemption scheme to mitigate the potential for discrimination occurring

---

### **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](mailto:climate@bury.gov.uk) for advice) and **Biodiversity***

*There are no environmental impacts linked to this proposal.*

---

### **Assessment and Mitigation of Risk:**

| <b>Risk / opportunity</b> | <b>Mitigation</b> |
|---------------------------|-------------------|
|                           |                   |

---

### **Legal Implications:**

*To be completed by the Council's Monitoring Officer.*

29. Under section 45(1) of the Road Traffic Regulation Act 1984, the Council may designate parking places on the highway and charge for their use. Section 45(2) enables the Council when making an order, to designate a parking place for use by such persons or vehicles as may be authorised for the purpose by a permit. Under section 45(2)(b) the Council may charge for the issue of parking permits as prescribed in the order.
30. Section 46 of the Road Traffic Regulation Act 1984 covers charges at, and regulation of, designated parking places and for regulating the grant, revocation and surrender of any permit mentioned in section 45(2)(a), and the issue of such permit, or payment of any charge in connection with the issue or use of the permit. Section 46A of the Road Traffic Regulation Act 1984 provides for variation of existing charges by notice.

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**Financial Implications:**

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

31. The estimated additional annual income of £145k has been built into the 2025/26 budget and medium term financial strategy, subject to the outcome of the consultation. If the changes are not agreed there will be an additional required contribution from reserves of £145k in 2025/26 and the forecast funding gap in 2026/27 and future years will also increase by the same value.

---

**Appendices:**

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**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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|                                |                              |
|--------------------------------|------------------------------|
| <b>Classification:</b><br>Open | <b>Decision Type:</b><br>Key |
|--------------------------------|------------------------------|

|                   |                                       |              |
|-------------------|---------------------------------------|--------------|
| <b>Report to:</b> | Cabinet                               | <b>Date:</b> |
| <b>Subject:</b>   | Housing Major Works Programme 2025/26 |              |
| <b>Report of</b>  | Cabinet Member for Housing Services   |              |

## 1.0 Summary

- 1.1 At the Cabinet meeting on 12<sup>th</sup> February 2025 Cabinet agreed the Housing Revenue Account Capital Works Programme budget for 2025/26.
- 1.2 The purpose of this report is to seek formal approval of a number of contract awards, contract extensions and a budget approval which form part of the Housing Major Works Programme.
- 1.3 The procurement approach on the tenders and contract extensions included in this report has been developed in conjunction with Bury Council's Procurement Team.
- 1.4 Overall, our tender evaluations for the Huntley Massey Kitchen and Bathroom programme and the Energy Efficiency Works Programme are scored on the basis of 60% Price, 30% Quality (site delivery, tenant engagement, health & safety etc.) and 10% Social Value.

## 2.0 Recommendations

1. Approve contract award to Emmanuel Whittaker Ltd for renewal of kitchen & bathrooms to be carried out to Council properties on the Huntley/Massey Estates in Bury for 1 year for the value of £1,153,828.15
2. Approve the expenditure of £750,000 for additional kitchens and bathrooms to various Council properties across the rest of the Borough.
3. Approve the following contracts for energy efficiency and/or renewable energy works to Council properties on three estates:
  - Chesham Estate (completes existing scheme) to A. Connolly. Value: £1,443,506.87
  - Freetown & Stanley Close to Eco Approach. Value: £1,980,743.50
  - Hollinhurst to Live Manage Facilitate. Value £1,646,189.85
4. Approve a contract extension to existing EPC Contract with GGI, to extend work across 3 estates in Prestwich, Tottington & Whitefield, value £1,000,000.00

### **3.0 Background**

#### **Decent Homes**

- 3.1 A key regulatory requirement for housing is to ensure all Bury Council homes are maintained, as a minimum, at the Decent Home Standard. A key expectation of the Regulator for Social Housing is that all our homes are 'of good quality, well maintained and safe homes for tenants' and comply with the decent homes standard'.

#### **Huntley/Massey Estates**

- 3.2 To maintain our homes at this standard we seek approval to enter into a building contract for renewal of kitchen & bathrooms to be carried out to Council properties on the Huntley/Massey Estates in Bury.
- 3.3 After consultation with Bury Council's Procurement Team the contract was tendered through Procure Plus framework mini competition. This involved a scoring of contractor submissions based 60% on Price, 30% Quality and 10% on Social Value.
- 3.4 We recommend awarding of the contract to Emanuel Whittaker Ltd for a contract value of £1,153,828.15. The contract is for the initial period of one year with the option to extend for a further 12 months should additional work be identified. If an extension is required, this will be brought back to cabinet with the contract value.
- 3.5 All contract procurements have been advised and overseen by Bury Procurement.

#### **Various aged kitchens & bathrooms across Bury**

- 3.6 During preparation of tenders we identified an omission in the February 2025 HRA Capital Budget. Provision for ad hoc kitchen and bathroom replacements across the Borough had not been made.
- 3.7 In order to bring forward these works it is recommended approval of an additional Budget provision for kitchens & bathrooms of £750,000.00.
- 3.8 This approval will address an oversight in the February budget. Savings from other budget headings will provide the headroom and there will no overall increase in the HRA capital budget.

#### **Energy Projects**

- 3.9 Bury Council Housing Services has gained a positive reputation across Greater Manchester for its work on energy efficiency. In addition to written recognition for our work from the GMCA, a key grant funding body, we won an award and received two highly commended in the NW Regional Energy Efficiency Awards

- 3.10 Improving the EPC rating of council Homes from EPC D or below to a level of EPC rating C or above reduces the carbon footprint of the housing stock and improves tenants' homes and lives through more comfortable heated homes and reduction in energy costs.
- 3.11 We aim to continue this work with the following projects. All contract procurements have been advised on by Bury Council Procurement.

### **Energy Procurement**

- 3.12 Energy performance of domestic properties is measured through Energy Performance Certificates (EPC). Properties are rated on a scale of A to G. An A rating the best and G least efficient. The national target is for all properties to be a minimum EPC C by 2035. Greater Manchester has a more ambitious target for 2030. Latest data shows that 3,227 Council properties, approximately 42% of our stock, are EPC D or below and do not meet the national EPC targets.
- 3.13 The proposed contracts improve thermal aspects of 305 properties by taking a retrofit PAS 2035 standard and "fabric first" approach to improve the thermal comfort of homes. The proposed work will ensure homes reach a minimum of EPC C and meet net zero targets. These works will also improve indoor air quality and reduce fuel poverty through creating more thermally efficient homes.
- 3.14 We have used our stock condition data and EPC data to identify areas improvement.
- 3.15 The social value commitments from the contractors on these schemes is collated in the Social Value section below.

### **Chesham Estate Bury**

- 3.16 This contract is to complete the works already undertaken at Chesham estate under grant funded social housing decarbonisation scheme waves 1 and 2. (SDHF).
- 3.17 These new works target an estate where 60% of properties are EPC rated D. Remaining properties are of similar construction and building components and we expect on pre works EPC assessment these will be reduced to EPC D. In addition to the energy works, windows and doors have been identified as requiring renewal by our stock condition surveys.
- 3.18 Works to meet current retrofit standards include: ventilation, loft insulation, cavity wall insulation, energy efficient lighting, windows & doors (as required) and solar photovoltaics to generate renewable energy where possible.
- 3.19 It is recommended that the contract is awarded to A. Connolly for a value of £1,443,506.87, undertaking work on up to 103 properties.

### **Freetown and Stanley**

- 3.20 Our current data shows that on Freetown and Elms Close 43% properties do not meet EPC target of C. The properties that are rated C are low rated C and expected to slip into EPC D with next software update of national SAP methodology.
- 3.21 Properties are similar archetypes and building structure and requiring upgrades to windows and doors according to stock condition survey. Majority of properties are bungalows, housing tenants with higher incidence of vulnerabilities exacerbated by cold.
- 3.22 Completing these works will increase all properties to a minimum of EPC C and some to EPC C or B and future proof against further energy improvement requirements and help to move towards low carbon targets.
- 3.23 We will seek to pilot Heat Pumps heating systems subject to tenant engagement. Other works include ventilation, loft insulation, cavity wall insulation, energy efficient lighting, windows & doors (as required) solar photovoltaics to generate renewable energy where possible.
- 3.24 It is recommended that the contract is awarded to Eco Approach for the value of £1,980,743.50 on up to 120 properties.

### **Hollinhurst Estate, Stand Lane, Radcliffe**

- 3.25 This estate has high percentage of EPC rated D properties at 70%. The EPC C rated properties are low EPC C with the same archetype of properties and building components and could fall into EPC band D with updates of national software SAP methodology. Properties are similar archetypes and building structure, and requiring upgrades to windows and doors according to our stock condition survey
- 3.26 Works include: ventilation, loft insulation, cavity wall Insulation, energy efficient lighting, windows & doors (as required) Solar photovoltaics generating renewable energy (where possible)
- 3.27 It is recommended that the contract is awarded to Live Manage Faciliate for the value of £1,646,189.85 for to up to 82 properties
- 3.28 We would propose each of the three energy contracts outlined above are for the initial period of the tendered works with the option to extend for a further 24 months should additional work be identified.

### **Possible Grant Funding**

- 3.29 The energy efficient works and contracts do not depend on grant funding, budgets are available and approved in the capital programme.



We will apply for grant funding from Warm Homes Social Housing fund through devolved grant fund managed by GMCA. Discussion are in place with GMCA and provisional bidding information shared with GMCA in advance of grant applications. Funding is up to £7,000 for fabric measures to take property up to EPC C.

- 3.30 We will seek to attract the maximum funding available for our work but grant funding is not guaranteed or formally pre-allocated. If all properties currently recorded as EPC D or below receive maximum funding at £7,000 per property, grant funding could be circa £1,120,000, reducing the cost to the HRA fund by this amount. This excludes potential further funding for heat pumps estimated at £140,000.

### **EPC Contract Extension**

- 3.31 We propose exercising the contract extension in the existing contract with GGI to extend works to a further 3 small estates in Prestwich, Tottington & Whitefield to make all those homes EPC C or above and improve the fabric of the building as required under stock condition survey.
- 3.32 This extension contract will ensure these 3 small estates are fully compliant and futureproofed for energy works and met low carbon targets.
- 3.33 It is recommended that we extend the contract with GGI for the value of £1,000,000 for work to 57 properties.
- 3.34 Works include: ventilation, loft insulation, cavity wall Insulation, energy efficient lighting, windows & doors (as required) Solar photovoltaics generating renewable energy.

### **Export Tariffs**

- 3.35 Where we have invested in renewable energy, solar panels, our tenants benefit from free electricity. Export tariffs are paid where any surplus electrical energy generated by the panels is sent back to the National Grid and an income is generated. Tenants will benefit from using the free generated electricity and any reduction in need of grid supplied electricity.
- 3.36 To date no formal decision has been made by the Council on who should receive the Export Tariff income, both historic and future payments, which are the product of the Council's investment in renewable energy.
- 3.37 We are currently working on claiming any historic and future revenue income from surplus exported electricity. This will require registration with an energy supplier. Retaining this income within the HRA will provide additional funding for maintenance of panels into the future and

potentially fund other services & further investment. This income will grow as we invest more in solar panels.

#### 4.0 Social Value

- 4.1 All contracts will ensure that social value is maximised with project specific outcomes agreed at the contract award meetings.
- 4.2 As part of the procurement process we have asked bidders to make proposals on social value initiatives. Tender arrangements confirm 10% of the tender scoring was based on Social Value responses. Overall the evaluation is 60% Price, 30% Quality and 10% Social Value
- 4.3 All contractors have a good track record of delivering social value through the contracts awarded through the Procure Plus frameworks.
- 4.4 On the decent homes kitchen and bathroom contract Emmanuel Whittaker includes the following social value;
  - £1,000 Local foodbank donation
  - 10 winter warmth packs for vulnerable households
  - All staff trained as Dementia Friends
  - 18 Volunteer Hours
  - 1 Estate skip day
  - 2 new local hires (Bury)
  - 1 Trainee role
  - 2 School engagement events
  - £500 materials & 18 hours volunteer labour offer to Bury communities
- 4.5 On our energy contracts social value offers are as follows:

Chesham - A Connolly social value includes

  - Donations to local foodbanks
  - Local recruitment
  - 75% materials and subcontractors from within Bury.
  - Skip days.

Freetown & Stanley - Eco Approach social value includes:

  - Delivering 2.5% social value of contract value.
  - Upskilling opportunities for local workforces through 12 training places targeted to residents including care experienced, young people and local SMEs
  - Successful trainees to have recruitment opportunities.
  - Commitment to local employment .

Hollinhurst - Live Manage Faciliate social value includes;

  - 100 start up packs for new tenants moving in
  - 120 winter warmer packs for vulnerable tenants

- 60 hours volunteering community health initiatives
- 100 staff hours clean up recycling efforts
- Donations to local foodbanks
- 2 apprenticeships 12 months term
- Recruitment of 4 local based operatives

EPC Contract Extension – GGI social value follows on from current contract including

- Use of local labour
- Local materials supply
- Food bank donations
- Training and links college
- Volunteer days

### **Alternative options considered and rejected**

***Do nothing:*** These works will enhance the physical appearance, energy efficiency and security of council homes across the Borough and will be welcomed and valued by residents. Maintaining homes to at least the Decent Homes Standard is a regulatory requirement and the Council would quickly become non-compliant with the Home Standard part of the Regulatory Requirements if these works were not brought forward

***Deliver Inhouse:*** These are major contracts and we lack the capacity in the in house contractor there is also significant specialist energy works included in the contracts.

***Open Tender:*** This option was considered and is possible. However, this would involve a significantly extended procurement process in both time and cost. The use of the Procure Plus framework which specialises in social housing investment works adds benefits in ensuring all tenderers meet capability, expertise and compliance requirements and the mini-competition allows the tender to be tailored to the Councils specific requirements. Using the framework offers clear benefits over the open tender route. Similarly exercising a 12 month contract extension on the same rates as the original contract allow us to bring forward investment quick without further drawn out tendering processes.

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### **Links with the Corporate Priorities:**

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

**Improved Quality of Life:** By their very nature these contracts helps to ensure improved modernised homes that meet the Regulators Decent Homes Standard with many of these homes benefitting from energy work which will make them cheaper to heat and more comfortable to live in

**2025 Vision and Aims** – This will help move forward the wider decarbonisation of the borough with the target of ensuring all the council's homes meet the minimum energy rating of EPC Band C

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**Equality Impact and Considerations:**

By the nature of social housing, many tenants suffer from socio-economic disadvantage. Many of those tenants who will receive works through these projects will benefit from the energy efficiency work in reducing bills, providing warmer more comfortable homes.

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

The Energy works will improve the comfort of tenants homes through increase in thermal comfort and reducing fuel poverty. Warmer homes can reduce ill health connected to colder homes and reduce the burden or high energy bills. Ventilation works will increase the indoor air quality.

---

**Environmental Impact and Considerations:**

Contributes to ensuring an improved environment for all Council-controlled building users and visitors to the local area, to minimise repairs once works are complete reducing the costs of maintenance. As part of the quality submissions contractors were evaluate don their attitude and impact on the local area and environment.

---

**Assessment and Mitigation of Risk:**

| Risk / opportunity Mitigation                                                                                                      | Risk / opportunity Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Works identified as required through the Stock Condition Surveys and from repairs information supplied by the in-house contractor. | The council aims to complete a full Stock condition survey of properties, currently this has achieved 84% completion, this data will help to identify priorities for the forthcoming years programme, Full scoping and surveys have been carried out to each scheme identifying the amount of works required to compile a valued tender for each contract to achieve accurate prices, FM and social value from contractors. Cabinet approval will enable the council to award the contract to address the required improvements |
| Council Homes failing to meet decent homes standard                                                                                | The proposed contracts enable us to deliver improvements to council homes that ensure our properties continue to meet the Decent Homes Standard and provide good quality, well maintained and safe homes for our tenants.                                                                                                                                                                                                                                                                                                       |

|                                                                  |                                                                                                                                                                                                   |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Failure to bring all homes to EPC C or above by 2030 (GM target) | The proposed works continue to bring a number of our properties to EPC C or above, working towards the local GM target of all homes being EPC C or above by 2030 and the national target of 2035. |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Legal Implications:**

*To be added by the monitoring officer*

**Procurement advice has been provided throughout the tender process.  
Legal advice will be provided on the proposed contractual arrangements.**

**Financial Implications:**

The proposals can be funded from the approved HRA capital programme.

**Report Author and Contact Details:**

*Name: Sian Grant*

*Position: Director of Housing*

*Department: Corporate Core*

*E-mail: sian.grant@bury.gov.uk*

**Appendices:**

None

**Background papers:**

None.

**Glossary of terms, abbreviations and acronyms used in this report.**

| Term  | Meaning                                        |
|-------|------------------------------------------------|
| HRA   | Housing Revenue Account                        |
| GMCA  | Greater Manchester Combined Authority          |
| EPC   | Energy Performance Certificate (Energy Rating) |
| SHDF  | Social Housing Decarbonisation Fund            |
| SAP C | Standard Assessment Protocol (Energy Rating)   |

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**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED  
AUTHORITY HELD ON FRIDAY 30TH MAY 2025 AT GUARDSMAN TONY  
DOWNES HOUSE, DROYLSDEN**

**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 Bev Craig        |
| Oldham                              | Councillor Elaine Taylor    |
| Rochdale                            | Councillor Neil Emmott      |
| Salford                             | City Mayor Paul Dennett     |
| Stockport                           | Councillor Mark Roberts     |
| Tameside                            | Councillor Andrew McClaren  |
| Trafford                            | Councillor Tom Ross         |
| Wigan                               | Councillor David Molyneux   |

**ALSO IN ATTENDANCE:**

|                                  |                   |
|----------------------------------|-------------------|
| GM Active Travel Commissioner    | Dame Sarah Storey |
| Greater Manchester Police        | DCC Terry Woods   |
| Greater Manchester Fire & Rescue | CFO Dave Russel   |
| MP for Leigh & Atherton          | Jo Platt          |

**OFFICERS IN ATTENDANCE:**

|                                                      |                   |
|------------------------------------------------------|-------------------|
| Group Chief Executive Officer, GMCA,<br>GMFRS & TfGM | Caroline Simpson  |
| Group Deputy Chief Executive                         | Andrew Lightfoot  |
| Group Monitoring Officer                             | Gillian Duckworth |
| Bolton                                               | Sue Johnston      |
| Bury                                                 | Paul Lakin        |

|                        |                       |
|------------------------|-----------------------|
| Manchester             | Tom Stannard          |
| Oldham                 | Mike Barker           |
| Rochdale               | Julie Murphy          |
| Salford                | Miranda Cannon        |
| Stockport              | Michael Cullen        |
| Tameside               | Harry Catherall       |
| Trafford               | Sara Todd             |
| Wigan                  | Alison McKenzie-Folan |
| Office of the GM Mayor | Kevin Lee             |
| TfGM                   | Steve Warrener        |
| GMCA                   | Sylvia Welsh          |
| GMCA                   | Lee Teasdale          |

**GMCA 62/25          APOLOGIES**

That apologies be received and noted from Councillor Arooj Shah (Oldham), Councillor Eleanor Wills (Tameside), Lynne Ridsdale (Bury), Shelley Kipling (Oldham), James Binks (Rochdale) & Melissa Caslake (Salford).

**GMCA 63/25          CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS**

Andy Burnham, Mayor of Greater Manchester, opened the meeting by warmly welcoming Councillor Mark Roberts to his first meeting as the new leader of Stockport Borough Council.

**RESOLVED /-**

That Councillor Mark Roberts be welcomed to his first meeting of the GCMA as the Leader of Stockport Council.

**GMCA 64/25          DECLARATIONS OF INTEREST**

**RESOLVED /-**

There were none.



**GMCA 65/25                    MINUTES OF THE GMCA MEETING HELD ON 28 MARCH 2025**

**RESOLVED /-**

That the minutes of the GMCA meeting held on 28 March 2025 be approved as a correct record.

**GMCA 66/25                    MINUTES OF THE GMCA RESOURCES COMMITTEES HELD  
ON 7 FEBRUARY & 28 MARCH 2025**

**RESOLVED /-**

That the minutes of the GMCA Resources Committees held on 7 February & 28 March 2025 be noted.

**GMCA 67/25                    MINUTES OF THE GMCA OVERVIEW & SCRUTINY  
COMMITTEES HELD ON 26 MARCH & 9 APRIL 2025**

**RESOLVED /-**

That the minutes of the GMCA Overview & Scrutiny Committees held on 26 March & 9 April 2025 be noted.

**GMCA 68/25                    GMCA BEE NETWORK COMMITTEE MINUTES – 27 MARCH  
2025**

**RESOLVED /-**

That the minutes of the GMCA Bee Network Committee held on 27 March 2025 be noted.

**GMCA 69/25                    GM APPOINTMENTS**

**RESOLVED /-**

1. That the appointment of Councillor Mark Roberts (Stockport) to the GMCA be noted.
2. That the Mayor of Greater Manchester be appointed to the Transport for the North Board, the Rail North Committee and the General Purposes Committee.
3. That Councillor Eamonn O'Brien be appointed as the substitute member to the Transport for the North Board, the Rail North Committee and the General Purposes Committee
4. That the appointment of Mr Paul Stone and Mrs Jackie Njoroge as Independent Members of the GMCA Audit Committee be approved, subject to the completion of required pre-employment checks, with immediate effect.

**GMCA 70/25                      GREATER MANCHESTER FIRE PLAN 2025-2029:  
PARTICIPATION APPROACH & OUTCOMES**

Kate Green, Deputy Mayor for Safer and Strong Communities was invited to present the Greater Manchester Fire Plan for 2025-2029 which outlined the strategic direction, priorities, and commitments of GMFRS over the next four years. The Fire Plan was part of the Service's Community Risk Management Plan and was designed to improve safety outcomes, enhance emergency response capabilities, and align with broader city-region objectives such as the Greater Manchester Strategy, Live Well, and Housing First.

It was advised that the Plan had been subject to a wide ranging consultation with both partners, the public and staff at GMFRS. All recommendations received had been considered in full and subsequent changes had been made to the original draft to recognise the comments and feedback received.

In reference to specific areas of the Plan – there had been an alarming rise in the number of water related emergencies seen in recent years, and a significant education programme had been built into the Plan. Housing First and Live Well ambitions were

also fully captured within the Plan – and a specific pillar had been put into the Plan on continuing work around culture.

The Mayor strongly welcomed the Plan, stating that the significant improvements seen at GMFRS over the past four years were now clearly evident for all to see. The built environment in GM was changing at a rapid pace and this Fire Plan was a document which truly captured the challenges that lay ahead.

Chief Fire Officer Dave Russel stated that there was an incredible amount of ambition at GMFRS and the Plan would allow the service to move to the next level. The statutory core function sat at the heart of the Plan, but there was clear real value in the contribution to the Greater Manchester Strategy framed around collaboration and contribution. The Plan would aid in delivering improved outcomes for people – it was rooted in public consultation and there was pride in how the service had reacted to feedback.

#### **RESOLVED /-**

1. That the report and GMFRS Fire Plan 2025-2029, found at Appendix A be noted.
2. That the GMFRS Fire Plan 2025-2029 and the formal launch and publication activities be endorsed.

#### **GMCA 71/25            SAFER TRANSPORT REVIEW**

Kate Green, Deputy Mayor for Safer and Stronger Communities, presented a report which provided an overview of the proposed recommendations for a new integrated approach to policing the transport network with the ambition of enhancing public safety and passenger perceptions of personal safety on the Bee Network.

The report reflected upon a great body of work that had been taking place through partnership working across Transport for Greater Manchester, Greater Manchester Police and other partners. It represented a transformation of the approach being taken

to travel safety and the use of resources. Surveys had shown that concerns about safety on the network had been the number one reason when many residents chose not to use public transport in the region, particularly amongst women and girls. This had resulted in a renewed focus on the issue, resulting in the proposals put before the GMCA.

Work had been taking place over a number of years to begin improving the perceptions of public safety on the transport network – with 78% now stating that they felt very safe on the network. There was a very low level of antisocial behaviour on the network, with only 48 incidents recorded for every million journeys taken. It was vital however to fully address feelings of vulnerability from safety on the network – and the work currently being undertaken by the GM O&S Task & Finish Group on the safety of Women & Girls on the network was very welcomed, learnings from which would immediately be taken on board. It was also known that young people in particular had highlighted anxieties around their safety on the network.

A number of measures had already been put in place including increased CCTV, better lighting at tram stops, transparent bus stops and a much more visible presence of travel safe officers and partners on the network. The next step was a fully integrated approach across partners on the network. This was taking place as a phased approach, with the first phase seeing the introduction of the TravelSafe live chat function. If the region can achieve its plans – it will be the most integrated approach to public transport safety seen in the country.

DCC Terry Woods emphasised the opportunity here to take advantage of the Greater Manchester system to create a truly safe network for all. The momentum of recent partnership work such as Operation Vulcan had allowed for a lot of learning to be taken and applied to the transport network. This would bring real clear leadership, and most importantly, full accountability across the system.

Dame Sarah Storey welcomed the plans and emphasised how this tied into the wider Vision Zero plans – and that a good example of this embedded partnership working would be seen at the Vision Zero Conference due to take place on 25<sup>th</sup> June.

Mayor Burnham advised that a charter had been signed with food delivery companies operation in Greater Manchester with respect to basic minimum standards that should

be adhered to – emphasising the importance of safety on the region’s pavements and roads as well.

**RESOLVED /-**

1. That the contents of the initial review findings be noted.
2. That the recommended 3 phased approach to implementing an integrated 11<sup>th</sup> District to police the transport network be supported.
3. That the programme for phase 1, including a dedicated TravelSafe LiveChat facility be noted, with further consideration of funding requirements to be considered as part of the programme.
4. That the signing of the safety charter for food delivery courier companies be noted.
5. That it be noted that the Vision Zero Conference would be taking place on 25<sup>th</sup> June 2025.
6. That all GM Local Authorities be requested to disseminate information around TravelSafe LiveChat as it moves towards full mobilisation.

**GMCA 72/25**

**GREATER MANCHESTER INTEGRATED PIPELINE**

Councillor Bev Craig, Portfolio Lead for Economy, Business & Inclusive Growth, presented a report that provided an overview of the vision and purpose for the emerging Greater Manchester Integrated Pipeline, as a fundamental part of GM’s 10-year Delivery Plan.

This was a timely plan ahead of the forthcoming spending review, with big announcements due to be taking place in the coming months around plans across the city region. This was an ambitious integrated ten-year plan that allowed for public and private sector partners to work together at the right moment to secure the investment

needed for regeneration of key sites. The plan also tied into other important work in the region around skills and the GM development forum.

**RESOLVED /-**

1. That GM's ambitious plans for growth and the work underway to develop an Integrated Pipeline as a key tool for supporting delivery and investment be noted.
2. That the progress being made to scale up delivery across GM, including the plans being progressed for the GM Development Forum, GM Skills Academy and GM Delivery Vehicles to accelerate development be noted.
3. That the launch of the initial version of GM's Integrated Pipeline through the MappingGM platform, providing residents and business with key information about plans for growth be noted.
4. That the further development of the Integrated Pipeline to support GM's growth ambitions and meet the objectives and purpose, as set out in this report, be approved.
5. That it be noted that GM Development Forum insight sessions, considering a number of development topics, such as affordable housing and net zero, will be planned in across the year.

**GMCA 73/25            GREATER MANCHESTER AI DEMONSTRATOR CITY REGION**

Councillor Nick Peel, Portfolio Lead for Digital City Region presented a report setting out the GM AI Demonstrator city-region proposal and route forwards.

Work in this area was accelerating at a unprecedented scale with an impact on UK GDP of up to £50bn by 2035. The UK had the most advanced tech sector in Europe, and within this GM was positioned particularly well being the most AI ready region in the country – this resulted in potentially 25,000 jobs in the sector in the region by

2035. To harness the possibilities around this, a roundtable of GM AI leaders had recommended that the region becomes the first AI Demonstrator City Region.

A budget of £500,000 was recommended to create a GM AI Data and Innovation Office to make the Demonstrator City Region a reality.

Members welcomed the report and highlighted the importance of capitalising upon the crosscutting impact AI would have on all portfolios and industries in the future.

Significant funding was already coming into the region and there were huge opportunities to become more embedded in this agenda. There were opportunities here for inclusive growth and the tackling of poverty and it was vital to grasp these.

The Mayor referenced the MBacc and the Festival of Technical Education being arranged for the summer, and the forthcoming launch with the Raspberry Pi Foundation of an online course linked to cutting edge industry standard skills.

**RESOLVED /-**

1. That the overall vision of a GM AI Demonstrator region be approved, in principle.
2. That the contribution of a range of stakeholders in shaping this report be acknowledged and it be noted that further consultation and co-design with partners and interested parties will take place over the coming weeks and months.
3. That the creation of a GM AI Data and Innovation Office (ADIO), to be supported by £500,000 from GMCA reserves led by GMCA Digital in 2025/26, be approved.
4. That members note the importance of capturing the wider public significance of AI developments.
5. That the development of opportunities to create educational and vocational courses via the Raspberry Pi Foundation MBacc partnership be noted.

**GMCA 74/25**

**INTEGRATED WATER MANAGEMENT**

Deputy Mayor Paul Dennett, Portfolio Lead for Housing First, & Councillor Tom Ross, Portfolio Lead for Green City Region presented a report which provided an overview of the second IWMP Annual Business Plan and its priorities for 2025/26.

The Mayor opened by stated that the Integrated Water Management plan needed to be considered in the context of issues happening within Greater Manchester, to ensure that there was true integration, that the voices of residents were truly being captured, and crucially that lessons really were being learnt – as it appears events that had happened previously, particularly the flooding in Leigh & Atherton, had been allowed to happen again.

GM had over 77,000 properties at risk of river flooding and over 220,000 properties at risk of surface water flooding. The plan for the next year highlighted four key priority areas: enabling sustainable growth through Integrated Water Management; creating an integrated catchment model for GM; addressing flood risks from all sources and developing a pipeline of surface management projects; and also improving water quality including the delivery of investment programmes.

Jo Platt, MP for Leigh & Atherton was invited to reference the response to the new year flooding incidents at Platt Bridge and Hindley. Concerns were raised about the inadequate alert systems, which had meant that residents were not receiving alerts to phones. The lack of knowledge around who were the primary contacts for leading responses – which meant that local councillors often had to take the lead on evacuating residents where needed. All agencies had previously been around the table after the 2015, in which assurances had been given around future response, this had included the forming of an executive body – however it was clear that the previous failings had remained. A clear focus and the urgent need for transparent plans with clear lines of responsibility and accountability that would result from the Integrated Water Management plan was welcomed.

Concerns were raised about aging crumbling infrastructure and a reluctance around overall responsibility and accountability – rather than a constructive collaborative approach it often resulted in the public purse having to pick up extra costs. Given that climate change would see major flooding events becoming more commonplace, it was



vital that the Integrated Water Management Plan addressed this lack of joined up thinking as quickly as possible.

CFO Dave Russel was invited to comment on the response of GMFRS to the new year flooding incidents particularly in Wigan and Stockport. It was stated that it was vital to take learnings from these floodings as the frequency and ferocity of the incidents was only likely to increase. The learnings from the on the night response had been picked up and would be channelled through local resilience forums. There had been some missed opportunities during these events, and those gaps needed to be closed quickly.

The Mayor advised that a round table event had been arranged to take place in early July. The Environment Agency, the Met Office, United Utilities and all local partners would be invited to this important event.

**RESOLVED /-**

1. That the Annual Business Plan (2025-26) and strategic priorities for the Integrated Water Management Plan (Annex A) be approved.
2. That the headline investments from United Utilities, including their approach to the Advanced Water Industry National Environment Programme (AWINEP) (Annex B), be noted.
3. That the lessons learnt from the integrated response implemented following flooding at Platt Bridge and Hindley, Wigan, on New Year's Day and applicability to other areas at risk of flooding be noted.
4. That the review of early warning systems for flood incidents be noted.
5. That the strategic asks of Government (Annexes C and D) be noted.
6. That the importance of integration across all partner agencies in preparing for, and responding to, flooding issues be highlighted, particularly the need for transparent plans with clear lines of responsibility and accountability.

7. That the update from the MP for Leigh & Atherton on work taking place in the locality to continually push for an adequate response to address flooding incidents at Platt Bridge and Hindley be noted.
8. That the GMCA record its thanks to the MP for Leigh & Atherton and all residents across GM impacted by the New Year flooding incidents for their work with partners to hold the relevant bodies to account.
9. That the reflections of GMFRS on the response to the New Year flooding incidents across GM be received.
10. That it be noted that a round table event was being scheduled for early July to which all national and local partners agencies would be invited.

#### **GMCA 75/25            GREATER MANCHESTER POST-16 SUFFICIENCY FUND**

Councillor Eamonn O'Brien, Portfolio Lead for Technical Education, Skills & Work presented a report seeking approval for the proposed use of a £10m capital grant from the Department for Education to create additional education and training places for 16–19-year-olds in Greater Manchester that would help move towards ensuring there are sufficient places available for this growing cohort.

Thanks were expressed to the government for the £10m of funding following the case made to them on behalf of the colleges in the region.

Members expressed the importance of colleges being able to provide the courses that will help develop the technical education offer in the region and give clear line of sight for young people that the technical education pathway to high quality jobs was a real opportunity.

#### **RESOLVED /-**

1. That option 6, as the preferred methodology for use of a £10m grant from the Department for Education (“DfE”), to enable Local Authorities to ensure sufficient and appropriate education and training places are available for 16–19-year-olds in Greater Manchester be approved.

2. That the approach to using £10M of recycled Local Growth Fund (LGF) as additionality to the DfE funding as part of a strategic approach to ensuring sufficient education and training places are available to young people be approved.
3. That authority be delegated to the Group Chief Finance Officer to make the final allocations and grant awards in consultation with the Portfolio Lead and Lead Chief Executive.
4. That the GMCA record its thanks to the Department of Education for the £10m grant funding.

#### **GMCA 76/25            COMMUNITY ACCOMODATION SERVICE (TIER 3) BUDGET**

Deputy Mayor Paul Dennett, Portfolio Lead for Housing First, presented a report seeking approval for the distribution of grant allocations to Local Authorities for to deliver the Community Accommodation Service (Tier 3) programme from 2025-2027.

The paper detailed that GM was one of five pilot areas in the country, building upon a memorandum of understanding signed with the Ministry of Justice (MoJ) in 2019. This service clearly integrates with work taking place on homelessness prevention work in the region.

As a consequence of being the best performing pilot area in the country, the MoJ was now providing further funding for the expansion of the pilot. In terms of next steps, the capacity of the programme would now be increased by 40 beds, following a 25% uplift in funding from 1<sup>st</sup> April 2025.

Deputy Mayor Kate Green echoed the enthusiasm for the scheme which was vital in providing housing and stable support for former offenders being rehabilitated within the community. This project clearly resulted in reduced reoffending, and in turn improving safety for all residents of GM.

**RESOLVED I/-**

1. That the allocation of £14,866,624 to all ten Greater Manchester local authorities, as set out in section 3 of the report, for the purposes of delivering the Community Accommodation Service (Tier 3) programme, be approved.
2. That, subject to the approval of the proposed grant allocations, as outlined in section 3 of the report, it be noted that the Group Chief Finance Officer has the necessary delegations to facilitate the entering into of the required grant agreements with Local Authorities.

**GMCA 77/25            GREATER MANCHESTER SCHOOL TRAVEL STRATEGY**

Andy Burnham, Mayor of Greater Manchester presented a report seeking approval of the final draft of Greater Manchester's School Travel Strategy, a sub-strategy of the 2040 Transport Strategy. It summarised the Strategy's development and provided an overview of the consultation and engagement sessions that were conducted and how they had informed the final draft.

Dame Sarah Storey was invited to comment on the Strategy. Every day 460,000 students travelled to 1200 schools across GM and it was essential they arrived safely, reliably and ready to learn. The plans for 100 school streets by 2028 continued to accelerate with a successful School Streets Conference having taken place on 1<sup>st</sup> May, and the Strategy also set out many more ways for students to travel more actively in future.

**RESOLVED /-**

1. That the contents of the report be noted.
2. That the final School Travel Strategy and the adoption of the vision of wanting more young people to choose to walk, wheel, scoot, cycle and use public transport to travel to school and access further education be approved.

**GMCA 78/25                      BUS FRANCHISING RE-PROCUREMENT STRATEGY**

Andy Burnham, Mayor of Greater Manchester, presented a report providing an update on progress in procuring the next round of bus franchise agreements that would support the Bee Network, and to request endorsement of a proposed change to the Franchising Scheme, to reduce the mobilisation period.

**RESOLVED /-**

1. That the proposed approach to the re-procurement of the Small Franchise Agreements and extensions to the School Franchise Agreements be noted.
2. That the completion of the consultation process on the proposed variation to the Franchising Scheme be noted.
3. That the report “*Bus Franchising – Report on Mobilisation Period Consultation*”, attached as Appendix 2, and conclusions be endorsed.
4. That the Mayor be recommended to vary the Franchising Scheme in the manner proposed and as attached at Appendix 1 to the report submitted.
5. That when the Mayor has decided whether or not to vary the Franchising Scheme, that the following be agreed:
  - to adopt and publish this report and its appendices as its response to the consultation, together with the Mayor’s decision, as the report to be published by the GMCA under section 123(M)(8) of the Act;
  - to give notice of this report to the traffic commissioner in accordance with section 123G(2) of the Act; and
  - to give notice of the decision to the traffic commissioner in accordance under section 123(M)(2) of the Act.
6. That the links into the GM Good Employment Charter be noted.

**GMCA 79/25                    MAYORAL DEVELOPMENT CORPORATION FOR  
MIDDLETON TOWN CENTRE – IN PRINCIPLE DECISION**

Councillor Bev Craig, Portfolio Lead for Economy, Business & Inclusive Growth, presented a report seeking endorsement in principle to the creation of a Mayoral Development Corporation (MDC) for Middleton Town Centre, with further details and decisions to follow as set out in the paper.

**RESOLVED /-**

1. That the creation of an MDC for Middleton Town Centre be approved, in principle.
2. That GMCA officers be requested to explore with Rochdale Council, detailed options for an MDC to be created for Middleton Town Centre, with a view to a further report being submitted to the GMCA in due course.

**GMCA 80/25                    GM BROWNFIELD HOUSING FUND REALLOCATIONS:  
APPROVALS MADE UNDER DELEGATION**

Deputy Mayor Paul Dennett, Portfolio Lead for Housing First, presented a report asking the GMCA to note approvals made under delegation by the GMCA Treasurer acting in consultation with the Portfolio Lead for housing for the period between 31<sup>st</sup> January 2025 to 31<sup>st</sup> March 2025.

The purpose of the delegation was to approve new projects for funding, urgent variations to existing funding from the Brownfield Housing Fund (BHF) and to switch funding sources from other funds to the Brownfield Housing Fund, if required, to manage the year end programme position.

**RESOLVED /-**

That the contents of the report be noted.

**GMCA 81/25**

**GM INVESTMENT FRAMEWORK RECOMMENDATIONS**

Councillor David Molyneux, Portfolio Lead for Resources & Investment, presented a report seeking approval of a £750,000 investment to Black Bull Biochar Ltd, as well as an amendment to the previous loan provided to HM Pasties Ltd.

**RESOLVED I/-**

1. That an investment of up to £750,000 to Black Bull Biochar Ltd be approved.
2. That an amendment to a loan provided to HM Pasties Ltd be approved.
3. That the approval of a loan of £500,000 to Heyside Plastics Limited, an investment of £250,000 to PhovIR Technologies Limited and an investment of £250,000 to CAGE Technologies Ltd, provided under the delegated authority process be noted.
4. 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 investments, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the investments, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of these.

**GMCA 82/25**

**EXCLUSION OF THE PRESS AND PUBLIC**

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

**GMCA 83/25**

**GM INVESTMENT FRAMEWORK RECOMMENDATIONS**

**RESOLVED /-**

That the report be noted.



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