

AGENDA FOR CABINET



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To: All Members of Cabinet

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

Dear Member/Colleague

Cabinet

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

Date:	Wednesday, 14 October 2026
Place:	Bury Town Hall
Time:	6.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Members of Cabinet are asked to consider whether they have an interest in any of the matters of the Agenda and, if so, to formally declare that interest.

3 PUBLIC QUESTION TIME

Questions are invited from members of the public about the work of the Cabinet.

Notice of any question must be given to Democratic Services by midday on Monday, 12 October 2026. 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, 9 October 2026.

5 MINUTES *(Pages 5 - 24)*

Minutes from the meeting held on Wednesday, 9n October 2026 are attached.

6 ANTI-SOCIAL BEHAVIOUR POLICY 2027-2030 (RENEWAL) *(Pages 25 - 60)*

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

7 REVIEW AND AMENDMENTS TO BURY COUNCIL'S HOUSING ALLOCATIONS POLICY *(Pages 61 - 68)*

Report of the Cabinet Member for Housing Services is attached.

8 NORTHERN GATEWAY WESTERN ACCESS SCHEME: STAGE 3 CONTRACT SUM, EXTERNAL PROFESSIONAL TEAM CONTRACT EXTENSION, AND ACCEPTANCE OF INVESTMENT ZONE GRANT FUNDING. *(Pages 69 - 84)*

Report of the Leader is attached.

9 NEW PERSONA SHAREHOLDER AGREEMENT - PART A *(Pages 85 - 88)*

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

10 EXTENSION OF LEASE FOR ST MONICA'S *(Pages 89 - 94)*

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

**11 OBJECTIONS TO THE PROPOSED DISPOSAL OF PUBLIC OPEN SPACE
- LAND ON THE NORTH SIDE OF MILTON ROAD, RADCLIFFE, BURY**
(Pages 95 - 118)

Report of the Deputy Leader and Cabinet Member for Finance and Corporate Services is attached.

12 NEW ASH GROVE ADDITIONAL PROVISION ACADEMY *(Pages 119 - 204)*

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

**13 PROPOSED CREATION OF AN END-TO-END GREATER MANCHESTER
FOSTERING HUB** *(Pages 205 - 220)*

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

14 FAMILIES FIRST PARTNERSHIP PROGRAMME *(Pages 221 - 236)*

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

15 10-YEAR OCCUPATIONAL LEASE - 6B & 6C BRIDGE TRADING ESTATE
(Pages 237 - 242)

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

**16 HIGHWAYS CAPITAL PROGRAMME - HIGHWAY MAINTENANCE
FUNDING 2026/27** *(Pages 243 - 258)*

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

17 LIVE WELL IMPLEMENTATION IN THE BOROUGH *(Pages 259 - 272)*

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

18 DRAFT 2027/28 BUDGET *(Pages 273 - 334)*

**19 PRESTWICH VILLAGE REGENERATION PROJECT: PHASE 1A (TRAVEL
HUB) - OPERATIONS STRATEGY** *(Pages 335 - 346)*

Report of the Cabinet Member for Regeneration and Growth is attached.

20 PARKING AND BUS LANE ENFORCEMENT SERVICES *(Pages 347 - 354)*

A report of the Deputy Leader and Cabinet Member for Environment, Climate Change and Operations is attached

**21 MINUTES OF ASSOCIATION OF GREATER MANCHESTER
AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY**
(Pages 355 - 358)

To consider the minutes of meeting of the Greater Manchester Combined Authority held on 10 July 2026.

22 URGENT BUSINESS

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

23 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.

**24 NEW SHAREHOLDER AGREEMENT WITH PERSONA PART B -
OCTOBER CABINET 2026** *(Pages 359 - 458)*

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

25 EXTENSION OF LEASE FOR ST MONICA'S - PART B *(Pages 459 - 464)*

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

Minutes of: CABINET

Date of Meeting: 9 September 2026

Present: Councillor E O'Brien (in the Chair)
Councillors A Arif, R Gold, G McGill, C Morris, L Smith, T Tariq
and S Thorpe

Also in attendance: Councillors Birchmore, Rydeheard and Vernon

Public Attendance: 3 members of the public were present at the meeting.

Apologies for Absence: Councillor S Walmsley and Councillor S Arif

CA.49 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Walmsley and Councillor S Arif

CA.50 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA.51 PUBLIC QUESTION TIME

Two questions were submitted in advance of the meeting by members of the public, Greg Hermanns and Andy W Morris. Neither member of the public was present at the meeting, so in accordance with council procedures written responses will be sent to them by Democratic Services.

Three members of the public were present at the meeting and asked the following questions:

Danielle Davies asked about drainage at the Simister Bowlee site and how the Council would ensure nothing runs into United Utilities drainage and also does not affect public septic tanks to make sure no damage and costs are left to individual residences.

Responding, the Leader advised that the introduction of a sustainable drainage system as part of any development of the Simister Bowlee site will be the responsibility of the developers to work in conjunction with the Council and United Utilities. We will likely monitor this through oversight around carrying out of works including planning enforcement powers and influencing planning applications.

James Tierney asked whether the Council can identify a single document currently available to residents that demonstrates, in one place, that the necessary highways, emergency access, drainage, sewerage, school and healthcare capacity will be delivered before the development creates the demand for them — and if such a document doesn't exist, why are members being asked to support the development before that evidence exists?

Responding, the Leader advised that the single document is the development frameworks which brings together all of the necessary policies in infrastructure requirements including drainage, schools, and health care. It is still a high level document and any planning applications would contain more specific information. Some of the infrastructure will be required before any development takes place, some will happen concurrently and there will be some elements that may be completed at the end of the process.

Amanda Foster asked that no planning application for the Simister Bowlee (JPA1.2) allocation will be validated or determined until an independent, up-to-date, and cumulative flood risk and drainage assessment has been carried out? The current evidence base traces back to a desktop study from August 2017, which was simply reissued as a further desktop exercise in September 2020 by consultants acting for the site promoter — not prepared independently — and which states in its own conclusion that further detailed investigation would be needed at the planning application stage. That evidence has never been independently verified since, and it also fails to account for the Rochdale AFC Bowlee Playing Fields application (PL/2026/0738), on land within the same catchment already identified as having longstanding drainage issues, which proposes converting grass to hard 3G surfacing and adding buildings and car parking — increasing runoff into ground already known to be constrained. Given this, what independent, cumulative verification will the Council require — covering both JPA1.2 and the Bowlee Playing Fields scheme together — before any application is accepted as validated?

Responding, the Leader advised that any planning application for JPA1.2 will need to provide sufficient and up to date evidence on flood risk and drainage, which will have to be properly assessed. As part of the process, the council will make a determination by consulting other relevant bodies including the Environment agency. The Council cannot give the requested commitment tonight, but it will ensure that flood risk and drainage are appropriately and robustly considered as part of the planning process.

CA.52 MEMBER QUESTION TIME

There were no Member questions.

CA.53 MINUTES

It was agreed:

That the minutes of the meeting held on 8 July 2026 be approved as a correct record.

CA.54 NORTHERN GATEWAY MAYORAL DEVELOPMENT CORPORATION UPDATE

Councillor O'Brien introduced the report which provides an update on progress with the Northern Gateway Mayoral Development Corporation (MDC). Creation of the MDC was approved by Cabinet in July 2025, where it was noted that a further report would be presented outlining the MDC operational arrangements, costs, and cost sharing approach. This report sets out these arrangements and seeks their approval. It also seeks authorisation and associated delegation for the preparation and completion of contractual arrangements to provide for these arrangements.

Councillor Rydeheard complimented the negotiation of the loan and asked for clarity around trigger points for repayments and the anticipated date the receipts will come over the low value.

Councillor O'Brien confirmed it was a piece of work currently being processed and will form future spending arrangements. Committed to sharing minutes of meetings with all members at the appropriate time.

Councillor Rydeheard queried the potential for legal issues and potential liability for those issues and whether work is ongoing to make sure we're not over exposed to the legal risk.

The Monitoring Officer assured members that there were safeguards in place. The Monitoring Officer for GMCA is the Monitoring Officer for the MDC but we play a part in understanding what is coming forward and ensure that Bury's interests are taken into account.

Councillor Vernon echoed what Councillor Rydeheard had said and asked about business rates.

Councillor O'Brien advised that we have confidence in the site, but aware that it will require a lot of upfront work to get to a position where it is generating those business rates. Can be assured that the risk to Bury is low but need to be

Councillor Rydeheard queried what the exchange for the loan was and whether we continue to hold a stake or get receipts from it?

Councillor O'Brien confirmed we don't have a share in the site itself but trying to, through the corporation, deliver the site and will benefit from it at a later stage. If we are in a position where we can pay it off, will be left with running costs we have committed to paying.

Decision(s)

Cabinet:

- Noted and approved the MDC operational arrangements, costs, and cost sharing approach as set out at Appendix 2.
- Authorised and delegated to the Executive Director for Place and Director of Legal and Democratic Services the negotiation, preparation, and completion of the necessary contractual arrangements to provide for the MDC operational arrangements, costs, and cost sharing as set out at Appendix 2.
- Noted and approved the GMCA's offer to contribute additional grant funding of up to £300,000 per year to in-part fund the MDC for a period of three years from 2026/27 to 2028/29.
- Authorised and delegated to the Executive Director for Place and Director of Legal and Democratic Services the negotiation, preparation, and completion of the necessary contract(s) in relation to the GMCA's additional grant funding to provide for the MDC
- Noted the GMCA's offer of an interest free loan of up to £877,000 to support Bury Council making its contribution towards MDC costs and authorise the Council's Finance Team to undertake the necessary assessments under the Council's Treasury Management Strategy and associated Prudential Indicators to determine its merits and the necessary approval process required before entering into such a loan, pursuant to the Constitution of this Council.

Reasons for decision(s):

- In March 2025, Cabinet endorsed the creation of an MDC as the preferred delivery vehicle for the Northern Gateway and most appropriate route to achieve the Strategic Development Vision for Northern Gateway, endorsed by Cabinet in November 2024.
- As set out in the report to Cabinet in July 2025, Rochdale Council will host the MDC with Bury Council to act as the partner authority for an initial period of 2 years with reviews every 5 years thereafter, with the operational resource costs of the MDC shared equally between the Councils.

Alternative options considered and rejected:

- A core principle of the MDC from the outset has been that both Bury and Rochdale Councils will contribute equally to its costs, therefore no alternative split of costs has been considered.
- Alternative operational arrangements, including Bury Council being the initial host authority, were considered as the MDC proposal was developed. Rochdale Council was considered to have the operational capacity to be the initial host authority.
- The review cycle for hosting arrangements was proposed to be 5 years throughout the lifetime of the MDC. This was reduced to 2 years for the first review as this was considered a suitable period for the MDC to stabilise, and a point at which the respective circumstances of the Councils, with respect to operational capacity to support the MDC, may have changed.

CA.55 REDEVELOPMENT OF THE ELMS, WHITEFIELD

Councillor Morris introduced the report seeking Cabinet approval to procure a multidisciplinary design team to undertake a detailed site appraisal, scheme design, planning assessment and viability testing. The proposed scheme would comprise approximately 16 one-bedroom social rent apartments, specifically designed to enable older residents to live independently for longer while addressing an identified local housing need at the Elms in Whitefield. The Elms is a vacant Council owned brownfield site on Elms Close, Whitefield.

Cabinet have previously approved the disposal of the site to a strategic delivery partner/member of the Council's Registered Provider Partnership Framework for the development of an independent living scheme for people aged 55 and over, as direct delivery by the Council was not considered financially viable at that time. Since then, updated feasibility work and cost assessments have identified a potential opportunity for the Council to deliver the scheme directly. This change is primarily due to increased Homes England grant funding and the availability of retained Right to Buy receipts and affordable housing commuted sums.

Councillor Rydeheard queried the housing stock, will this count towards the number of properties the Council can allocate to?

Councillor Morris advised that this is a development of 16 properties which will be removed from the target but as it is a small site it won't make a huge difference to the number of properties required.

The Leader confirmed that this won't be a game changer in terms of the sites required for Places for Everyone but shows our commitment to using brownfield sites first.

Councillor Rydeheard highlighted the cost range of the contract that has been set and queried what procurement process has been followed and whether the contract is for a start to finish service.

Councillor Morris confirmed that the contract hasn't been awarded this report is to seek approval for a budget in that range to prepare for a contract. There will be a procurement process likely to be using a framework for this.

Councillor Birchmore confirmed her support for this item, citing the use of brownfield sites and building our own properties.

Decision(s):

Cabinet:

- Approved the principle of progressing proposals for the redevelopment of The Elms through a direct delivery approach, as set out within this report.
- Authorised the procurement of a multidisciplinary design team, via a compliant public sector framework to undertake the detailed appraisal, design development, planning and viability work required to assess the feasibility and deliverability of the proposed scheme.
- Delegated authority to the Executive Director of Place and Executive Director of Finance to oversee delivery of this stage of the project, in consultation with the Cabinet Member for Regeneration and Growth.
- Noted that if the proposed scheme proves to be viable, deliverable and capable of securing planning consent, a further report and funding strategy will be presented to Cabinet seeking approval to progress to the next phase of development.
- Agreed that, should direct delivery prove to be unviable, the site may be disposed of to a strategic delivery partner/member of the Council's Registered Provider Partnership Framework, in accordance with Cabinet's previous decision of 13 March 2024. Any such disposal will be subject to compliance with the requirements of Section 123 of the Local Government Act 1972.

Reasons for decision(s)

The decisions will:

- Act as a trailblazer project for further social housing delivery and signal Bury's commitment to the GM target of 50,000 new homes by 2039.
- Support delivery of the Council's Housing Strategy, wider regeneration priorities and Government objectives to increase the supply of social rented accommodation.
- Facilitate the Council's brownfield first approach to housing delivery by bringing a long-term vacant site back into use.
- Deliver much needed affordable housing for older residents (including those with long-term conditions), helping them maintain their independence and reduce the need for more costly interventions.
- Address identified demographic pressures, promote independent living, support health and wellbeing, and provide housing options better suited to the needs of an ageing population. • Increase the supply of accessible and adaptable homes to meet the changing needs of an ageing population.
- Reduce ongoing costs associated with securing and maintaining a vacant site.
- Deliver wider social, environmental and economic benefits, including additional Council Tax revenue.
- Enable the Council to retain ownership of the completed development, increase its housing stock and create a long-term income stream for the HRA (Housing Revenue Account) to help sustain housing services.
- The procurement of a multidisciplinary design team gives the Council the opportunity to undertake robust due diligence before committing to construction expenditure, and will provide greater certainty regarding deliverability, planning considerations, costs and funding requirements. It should be noted that no commitment to construction or project delivery beyond the feasibility and planning stage is being sought through this report.

Alternative options considered and rejected:

Alternative Option Rejected – Disposal to a Registered Provider/Strategic Delivery Partner:

- Dispose of the site to a strategic delivery partner/member of the Council's Registered Provider Partnership Framework, consistent with the original approach.
- Whilst this option would facilitate redevelopment of the site, it would forgo the opportunity for the Council to expand its housing stock, generate a long-term rental income stream and retain control over the design, quality and management of the scheme. Additionally, the anticipated capital receipt from disposal for affordable housing purposes is expected to be minimal.

Other Options Considered and Rejected: Do Nothing/Retain the Site:

- This option has been rejected due to increasing demand for housing for older people in the borough. Demographic projections indicate that demand for this type of accommodation will continue to rise over the coming years. Leaving the site undeveloped would fail to address identified housing needs. The proposed scheme will create additional housing capacity and help address gaps in provision.
- This is a brownfield site located in an area of high demand for social housing. A feasibility assessment identified an independent living scheme for older people as the most appropriate use of the site, reflecting both identified local housing need and the Council's strategic priorities. The site is particularly well suited to this form of development due to its proximity to existing older persons' accommodation and its location within a well-established and supportive community.
- Retaining the site would provide no strategic, social or financial benefit to the Council. The site would continue to incur maintenance and security costs whilst remaining a dormant asset.

Disposal to a Private Developer:

- This option has been discounted as the proposed social rented independent living scheme is unlikely to be delivered through the private development market. In addition, the Council would lose the opportunity to increase its social housing stock and secure long-term rental income.

Sell the Site Without a Defined End Use

- This option has been rejected because it would remove Council influence over the future use of the site and could result in development that does not align with local housing priorities. The site presents a strong opportunity to provide specialist accommodation for older people and contribute to wider strategic objectives.

CA.56 DISPOSAL OF PYRAMID PARK AND Q-PARK - PART A

Councillor Morris introduced the report which is seeking approval to accelerate delivery and bring forward high-quality, mixed typology housing at Pyramid Park and Q-Park, two key town centre, brownfield sites, both within council ownership. Councillor Morris highlighted the opportunity we have within Bury Town Centre to deliver almost 200 homes with mixed tenures.

Cllr Birchmore queried what the percentage of social housing will be and what information we have about the ecology of the site.

Cllr Morris confirmed that the current proposals are looking at extra care and supported living schemes. There is a recognition that there is an ecological value to the site. Some on site

provision to enhance the ecology will be required and part of the detailed proposals that will be submitted.

Robert Summerfield, Director of Regeneration and Project Delivery, confirmed the scheme tendered is planning compliant, so we will expect the minimum of social housing but hope they will be able to exceed it.

In terms of biodiversity net gain, we will achieve 10% biodiversity net gain across the site, with the majority of the net gain on site where possible. If we are unable to achieve net gain on the site we will seek to find alternative solutions to provide the biodiversity required. It is a statutory requirement to achieve this and this has been part of the tender process.

Councillor Vernon queried how much control we have over land once we hand it over to the developer and what powers do we have to ensure they comply with what we have asked them to do.

Councillor Morris advised we have a contract that states what we want the developer to deliver around intergenerational living and different types of homes.

Robert Summerfield, Director of Regeneration and Project Delivery, confirmed the key guiding factor is the housing strategy which has formed the quality element of the bidding process. The site will be disposed subject to planning, and we have consulted with planners all the way through to ensure the site is compliant. Confident that what will be delivered is what is needed in the Town Centre, a multifaceted scheme which can also contribute to other council services. We will hold them to account as part of development agreement.

Cllr Birchmore queried whether it will come off the quota for required housing in the borough.

Leader confirmed that these are some of the more obvious sites that are available in Bury and will make a contribution to the total housing numbers required across the borough.

Decision(s):

Cabinet:

- Approved the plans for disposal of the sites at Pyramid Park and Q-Park, to Watson Construction Ltd (Company number 08621624) as the Development Partner.
- Delegated the award of all contractual documents for example a Development Agreement (if applicable), lease agreements, licence and other ancillary contracts) that relate to the appointment of Watson Construction Ltd (Company number 08621624), to the Executive Director of Place and Executive Director of Finance, and the council Leader and Cabinet Member for Regeneration and Growth.
- Delegated the disposal of Pyramid Park and Q-Park, including commercial terms (including Best Value Consideration if applicable) and eventual capital receipt, to the Executive Director of Place and Executive Director of Finance, and the council Leader and Cabinet Member for Regeneration and Growth.

Reasons for decision(s)

- The disposal of the Pyramid Park site to a developer, and the delivery of new housing, is required by the 31st March 2027 and 31st March 2029, respectively, as per the agreed BLRF2 grant funding milestones.
- The appointment of Watson, who have a strong track record of delivery of mixed tenure residential led developments across Greater Manchester, will enable the realisation of much needed new, sustainable homes and

accommodation, across a range of tenures and typologies, at Pyramid Park and Q-Park, and in line with the council's brownfield first approach to housing.

- The disposal of Pyramid Park and Q-Park will generate a capital receipt for the council, and will also reduce the revenue costs of holding, maintaining and securing these long-term vacant, town centre opportunity sites, which in their Page 70 current state, are detrimental to the street scene and regularly attract antisocial behaviour.

Alternative options considered and rejected

- Do nothing:
 - If no action is taken to bring forward the Pyramid Park and Q-Park sites for residential, the comprehensive regeneration of this strategic town centre area, in line with the council's vision and masterplan, will not take place and the sites will remain vacant and likely subject to further anti-social behaviour and physical deterioration. The opportunity cost of not facilitating development at these sites will be a significant setback to the council's wider town centre regeneration ambitions. Furthermore, by failing to realise the development of Pyramid Park in the short-term, it is highly likely that the BLRF2 Grant Funding Agreement (GFA) delivery milestones, namely the requirement to have completed disposal by 31st March 2027 and have delivered the new homes by 31st March 2029, would become unachievable. This risks a full grant claw back of the £1.73 million brownfield funding provided by One Public Estate (OPE) and would also jeopardise the anticipated capital receipt that would be yielded from the disposal of the sites. If this BLRF2 grant clawback was to materialise, Pyramid Park would continue to remain a significantly unviable and potentially void site for years, if not decades, as it cannot be brought forward without public sector intervention to address technical site constraints and abnormalities.
 - Failure to realise development at Pyramid Park and Q-Park would also erode confidence in the council's ability to bring forward these two key strategic, brownfield priority sites, which is critical in supporting the delivery of a number of major corporate strategies including the Bury Housing Strategy, the Bury Economic Strategy, and the Bury Town Centre Masterplan. The proposed future residential scheme across both sites holds potential in delivering a significant element of the identified housing shortfall and would help a range of cohorts to live independently in a sustainable location, thus improving outcomes, and complementing wider town centre regeneration activity. These beneficial outcomes would be forfeited by not facilitating development at the sites.
 - It would also affect the forthcoming redevelopment of Bury Interchange, which will see the construction of a new pedestrian footbridge, spanning the tram lines across from Pyramid Park to Townside at Knowsley Place. This is because the ongoing, grant-funded, remediation scheme at Pyramid Park (planning ref: 70903) has several interlinked planning conditions with the Transport for Greater Manchester (TfGM) interchange southern access works (ref: 71834). The realisation of the wider economic, social and environmental benefits that the future residential scheme would bring, including the generation of new council tax revenue, would also be put at risk. Page 71 19.
- Dispose of the sites on the open market:

- Although this route is likely to ensure the swift disposal of both sites, generate a capital receipt, and free the council of any liabilities tied to the ownership of both plots, the council would be placed in a precarious position as it requires the prospective developer to be able to bring forward housing delivery at Pyramid Park as per the BLRF2 GFA milestones, as outlined earlier. There would be a material risk that the prospective developer, appointed through this open market sale route, could 'land-bank' and not undertake any meaningful development, or realise a residential scheme in line with the council's wider regeneration and strategic vision, with no guarantee to the council on delivery or quality of the scheme.
- Moreover, if the current procurement process, which commenced in April 2026, was to be terminated at this stage and a new open market disposal process initiated, it again would increase the likelihood of the Pyramid Park GFA milestones becoming unachievable due to the sheer amount of time it would take, thereby risking the full grant claw back. Further internal staff resource would also be required, and additional fees would be incurred through the council's external consultant team, needed to support the new procurement, marketing and sale process.

CA.57 ANNUAL COMPLAINTS PERFORMANCE AND LEARNING REPORT 2025/26 AND SELF-ASSESSMENT AGAINST THE HOUSING OMBUDSMAN COMPLAINT HANDLING CODE

Councillor A Arif introduced the report to approve the annual complaints performance and service improvement report for scrutiny as required by The Housing Ombudsman Service (HOS) Complaint Handling Code highlighting that complaint volumes increased significantly during 2025/26 (188 Stage 1 complaints compared with 62 the previous year), reflecting improved accessibility and a stronger culture of encouraging residents to raise concerns.

Councillor Rydeheard raised concerns around the poor customer service aspect and queried what the additional training was and how processes have been streamlined.

Sian Grant, Director of Housing, confirmed that a number of training sessions had been held with teams including how to respond to complaints, how to investigate complaints, and keeping records. We have also completed dip samples of responses to ensure we are addressing the complaints effectively.

Councillor Rydeheard queried whether there was an issue with record keeping. The Director of Housing confirmed there were historical issues with the housing system and training has been provided to support staff with keeping records up to date. Also ongoing work looking at upgrading the housing management system to make it more user friendly.

The Leader also advised that we have also done some work to look at what is a complaint and what should be classed as a service issue.

Councillor Rydeheard queried why a decision hadn't been taken to upgrade or change the housing system beforehand and was advised that once the housing service was brought back in house, upgrades and modifications have been made,

Councillor Birchmore queried the number of people who stated the council were not easy to deal with in terms of complaint handling and whether any reasons why were identified.

Sian Grant, Director of Housing confirmed that more research was completed. There wasn't a particular cohort that found us easy/difficult to deal with. On review, we found that if a complaint was not upheld they were less likely to be satisfied with the service.

Councillor A Arif confirmed that work is ongoing to improve tenant engagement with the aim of more tenants voices being heard.

Decision(s):

Cabinet

- Noted and approved the Annual Complaints Performance and Learning Report 2025/26 for publication and submission to the HOS.
- Approved the self-assessment against the Complaints Handling Code for submission to the HOS and publication.
- Noted the learning, service improvements and actions identified to further strengthen complaint handling performance and compliance with the Complaints Handling Code.

Reasons for the decision(s)

- The HOS Complaints Handling Code requires landlords to undertake an annual self-assessment of compliance and publish both the assessment and an annual complaints performance and learning report. Consideration by Cabinet demonstrates appropriate oversight, transparency and accountability, whilst supporting the Council's commitment to learning from complaints, improving services and delivering positive outcomes for tenants and leaseholders.

Alternative options considered and rejected

- The publication of an annual self-assessment and complaints performance and learning report is a requirement of the HOS Complaints Handling Code. Failure to do so would reduce transparency and could result in noncompliance with the Complaints Handling Code and HOS expectations.

CA.58

HRA CAPITAL INVESTMENT PROGRAMME 2026.2027 MAJOR REFURBISHMENT WORKS - HEATING AND HOT WATER

Councillor A Arif introduced the report which sought approval for the Housing Revenue Account ("HRA") Capital Works Programme for 2026/27 and a budget of £2,015,000 for Major Refurbishment Works - Heating and Hot Water. This programme would replace aging boiler in council homes ensuring tenants have reliable heating and hot water, reducing the likelihood of breakdowns and improving energy efficiency.

Cllr Birchmore queried whether they were hydrogen compatible boilers we were replacing them with. Sian Grant, Director of Housing committed to return to Councillor Birchmore on whether they could be converted to hydrogen.

Decision (s)

Cabinet:

- Given the tight timescales associated with the return and evaluation of tenders, Cabinet is requested to:
 - Delegated authority to award the contract(s) for the Gas Boiler Replacement Programme to the Director of Housing.
 - Delegated authority for the finalisation and sealing of the contract(s) to the Director of Law and Democratic Services, in consultation with the Director of Housing.

This delegation will enable the timely award of the contract(s) and support the delivery of the approved 2026/27 HRA Capital Works Programme.

Reasons for decision(s)

Property data indicates that the existing gas boilers are approaching renewal and upgrade. The investment helps to ensure timely replacement and upgrade of heating and hot water provision for our tenants. Whilst helping to ensure DHS standards are met, which includes property state of repair and provision of thermal comfort.

Alternative options considered and rejected

- Do nothing: The gas boiler replacements are necessary to help achieve legislative requirements around DHS. Also to ensure our tenants have access to energy efficient heating and hot water provision.
- Deliver Inhouse: Due to the specialist scope of work within these contracts there is both a lack of suitable skills and capacity for the in-house contractor (Repairs Direct).

CA.59

CONTRACT AWARDS IN RESPECT OF THE HRA CAPITAL INVESTMENT PROGRAMME 2026/27 AND CARBON REDUCTION - SUSTAINABILITY IMPROVEMENT MEASURES

Councillor A Arif introduced the report seeking Cabinet approval for contractor appointments and contract extensions to deliver the Council's 2026/27 housing retrofit and carbon reduction programme, funded through the approved HRA Capital Programme budget of £5.6 million.

Councillor Birchmore queried the battery storage and whether it is in the roof space. Sian Grant, Director of Housing confirmed this was not the case as it would be a fire risk.

Decision(s):

Cabinet:

- Approved an extension of the existing contract between the Council and A.Connolly Limited (Company number 03860866) in respect of Bent Hill estate, Prestwich, Sedgley Ward – 140 properties, which forms part of Programme A, for a further term of 12 months commencing on 8th September 2026 and a total estimated contract value of £2,520,090.72 (inclusive of VAT).
- A contract award to Next Energy Solutions Ltd (Company number 10147744), in respect of the Estates comprising of Programme B and as outlined at 2.1, for an initial term of 8 months (proposed commencement date of 25th September 2026 and the option to extend for a further two years taken as 12-month increments from 1st April 2027, at the Council's sole discretion. The total estimated contract value for the initial term is £2,608,261.32 (inclusive of VAT). The total estimated future contract values in the event the options to extend are utilised by the Council are as follows:
 - o First 12-month extension: £3,912,391.98 (inclusive of VAT)
 - o Second 12-month extension: £3,912,391.98 (inclusive of VAT)

- The estimated future contract values for the extension periods represent annualised values calculated on a pro rata basis from the initial term figure.

Reasons for decision(s)

- The primary reason for requesting the contract extension with A.Connolly and contract award to Next Energy is to ensure continuation of the Bury Council Housing retrofit programme, which is aimed at helping to achieve Energy Performance Certificate ("EPC") C by 2030 along with aims to reduce energy consumption and carbon emissions. Retrofit surveys are underway in preparation for Social Housing/Warm Homes Fund (Wave 3) grant application which is essential to support HRA capital investment.

Alternative options considered and rejected

- Do nothing: The energy schemes are necessary to help achieve legislative requirements of EPC C by 2030 and Net Zero ambitions in line with GMHP by 2038.
- Deliver Inhouse: Due to the specialist scope of work within these contracts there is both a lack of suitable skills and capacity for the in-house contractor (Repairs Direct).
- Re- tender: This option was considered for A.Connolly relating to the Bent Hill scheme and would be possible; however, this would involve a significantly extended procurement process in both time and cost.

CA.60 A BED EVERY NIGHT ("ABEN")

Councillor A Arif introduced the report seeking permission for the Council to extend the current A Bed Every Night ("ABEN") contract between the Council and Adullam Homes Housing Association Limited (company number IP20853R) ("Adullam Homes") for a further period of 12 months, whilst the service re-procure the ABEN provision to reduce the number of individuals rough sleeping within the borough. The ABEN provision provides safe off the street accommodation, as well as the opportunity for individuals to develop independent living skills and break the cycle of homelessness.

Councillor Rydeheard queried whether the extension is pro rate to the normal rate and the Director of Housing committed to responding outside of the meeting.

Councillor Vernon queried what we are doing with those individuals who are sleeping rough but have not engaged with us and was advised that there are some individuals who do not need to go into this scheme due to finding other options.

Councillor Arif clarified that we provide the support around their needs and offer them all services that are available including working with other services and providers to support individuals to get off the streets.

Councillor Birchmore queried the programme that was rolled out for winter last year, including churches and whether this was funded as part of this or separately? The Director of Housing confirmed that funding is separate to this scheme.

Decision(s)

Cabinet:

- Authorised Bury Metropolitan Borough Council to extend current ABEN contract with Adullam Homes Housing Association Limited (company number IP20853R) for a 12-month period, commencing on 01st April 2026, and for the total estimated contract value of £335,732 inclusive of VAT
- Authorised Bury Metropolitan Borough Council to initiate a tender exercise via The Chest to procure a provider for the delivery of ABEN provision, in line with the requirements set out in the grant agreement with the Greater Manchester Combined Authority. This contract having an initial two-year term (proposed commencement date of 1st April 2027) and a total estimated contract value of £708,799 including VAT, with the option to extend for a further 2 years (in 12-month increments) at the sole discretion of the Council and with a total estimated Page 179 contract value of £1,380.263 inclusive of VAT in the event that the full two year extension is utilised.
- Authorised the delegation for the approval of the award of a new contract to the Director of Housing, following the conclusion of a compliant tender exercise via The Chest.

Reasons for decision(s)

- There has been a significant increase in the number of individuals experiencing homelessness. This cohort includes multiple disadvantage, individuals leaving custody, who often face additional barriers to securing and maintaining stable accommodation.
- Rough sleeping has increased locally, due to numerous factors which include:
 - o Increase in the number of people with complex needs (mental health, substance misuse and offending behaviours)
 - o Expensive local housing market contributing to lack of access to the private rented sector and finite support of social housing.
 - o Increased asylum and refugee presentations due to government policy and leave to remain cases.
 - o Cost of living has increased which resulting in more households struggling to sustain their tenancies.

Alternative options considered and rejected

- Do nothing: These properties will deliver emergency accommodation, helping to reduce rough sleeping and minimise the length of time individuals spend on the streets. If this option is not pursued, the council will be unlikely to achieve a reduction in rough sleeping, which conflicts with our local, regional, and national homelessness strategies. This would present a risk of reputational damage and a failure to meet our corporate responsibilities.
- ABEN is a Greater Manchester Mayoral initiative that has been delivered by the local authority since 2019. The programme continues to build on its success year on year and remains a key resource in reducing rough sleeping and breaking cycles of homelessness. Due to current capacity constraints within the service, the ongoing challenges in securing suitable accommodation to support delivery, and its status as an externally grant funded programme with a fixed cost envelope ABEN is most effectively delivered by an external provider.

CA.61

CARE AT HOME - REQUEST TO DELEGATE THE AUTHORITY TO CONTRACT AWARDS

Cllr Tariq introduced the report highlighting that the Care at Home service supports the vulnerable people of Bury with their assessed needs under the Care Act 2014. This includes support with personal care, moving and handling, nutrition and hydration, and medication. The Council spend on Care at Home in 2025/26 was c.£12.426m, the service supports approximately 700 people each day and delivers circa 10,000 hours of home care each week.

Councillor Rydeheard questioned what protections are in place to protect against any significant in estimated costs due to it being an activity based contract.

Adrian Crook, Director of Community Commissioning confirmed that there are internal governance monitoring boards which take place monthly. These are responsible for monitoring the spend against the contract.

Decision(s)

Cabinet

- Delegated the authority to contract awards to the Director of Adult Social Services and Community Commissioning and the Executive Director of Health and Adult Care.
- Delegated finalisation and sealing of the contracts to the Director of Law and Democratic Services in consultation with the Director of Adult Social Services and Community Commissioning and the Executive Director of Health and Adult Care.

Reasons for decision(s)

- The Council has a legal duty to follow Procurement Law and fair purchasing processes and must complete a re-tender process to ensure compliance with the legislation (Procurement Act 2023). Additional benefits include a new contract and service specification with updated quality requirements enabling us to ensure high standards for the customers, clearer key performance indicators for robust contract monitoring, and a broader scope for innovation.

Alternative options considered and rejected

- Alternative options are not applicable due to Procurement Law and the requirement to complete a re-tender exercise (Procurement Act 2023). Should the Council decide to do nothing, we would risk being non-compliant with the legislation.

CA.62 AWARD OF ECVI GM CONTRACT TO INSTALL EV CHARGEPOINTS THROUGHOUT BURY

Councillor L Smith introduced the report requesting to take part in the ECVI structure concession contract to put in electric charging infrastructure across the borough.

Councillor Rydeheard commented that the report was scrutinised at O&S and thanked Councillor L Smith for attending.

Councillor Birchmore queried whether there is sufficient power if everyone had an electric car and that tariffs could be higher overnight than during the day and whether there is any way we can get them to address that?

Councillor Smith responding advised that the agreement is at market rate which could be different at different times of the day and night.

Ben Thomson, Assistant Director (Public Protection) confirmed we are in active discussions with the supplier to provide a discounted rate and assured member we are looking to secure a competitive rate which is tied in to the concessionary contract.

Decision(s):

Cabinet:

- Agreed TfGM on behalf of Bury Metropolitan Borough Council can proceed to award the contract to the Preferred Supplier identified within Part B of this report.

Reasons for decision(s):

- A competitive and transparent procurement process was undertaken in line with all legislative requirements governing local authority procurement. Following evaluation of all submissions against the agreed criteria, the Preferred Supplier identified within Part B of this report emerged as the highest-scoring bidder and Page 214 offered the best overall value to the Council. Their appointment is therefore proposed.

Alternative options considered and rejected:

- No alternative procurement routes were considered appropriate due to the contract value and scope. A competitive tendering process was required to meet internal contract procedures and all relevant procurement legislation.

CA.63

APPROVAL OF ACCEPTING THE DEPARTMENT FOR TRANSPORT GRANT FOR THE DEVELOPMENT OF THE 15112 BURY TO BOLTON ACTIVE TRAVEL CORRIDOR SCHEME (SPENFOLD LANE BRIDLEWAY) WITH APPROVAL TO AWARD THE DELIVERY CONTRACT

Councillor L Smith introduced the report seeking formal approval to accept a grant supplied by the Department for Transport ("DfT") and administered by Walk Wheel Cycle Trust (Company number 01797726) ("WWCT") to deliver the 15112 Bury to Bolton Active Travel Corridor Scheme.

Councillor Vernon supported the recommendation and queried whether any money for the extension would go towards maintaining and improving the existing parts of the greenway.

Councillor Rydeheard queried whether there was any provision within the funding to improve current infrastructure.

Councillor L Smith confirmed that this is about the area being in a better state to maintain in the first place.

Decision(s):

Cabinet:

- Approved Bury Metropolitan Borough Council entering into the SubGrant agreement with Walk Wheel Cycle Trust (Company number 01797726) and subsequently the Department for Transport for the delivery of the 15112 Bury to Bolton Active Travel Corridor Scheme.
- Authorised Legal to finalise and seal all the necessary contract documents to access the funding.

Reasons for decision(s):

- The Sub^{OBJ}Grant Agreement is required to enable the Council to accept and draw down the approved DfT funding for delivery of the schemes.
- Failure to enter into the above agreement in a timely manner may jeopardise project delivery, risking funding withdrawal and impacting the Council's reputation with the Department for Transport.

Alternative options considered and rejected:

- Not proceeding with the schemes: This option was rejected as it would result in the loss of DfT funding and missed opportunities to improve local active travel infrastructure.

CA.64 CORPORATE PLAN QUARTER 1 2026-27 PERFORMANCE & DELIVERY

Councillor Thorpe introduced the report providing an overview of progress during Quarter One (April to June 2026). The Council has made a positive start to delivery of the 2026-27 Corporate Plan, of the Council's 31 objectives, 18 are on track, 12 are progressing with mitigating actions in place and one objective has been identified as a potential delivery risk.

Councillor Rydeheard questioned Objective 19, accelerating team working maturity in each of our 5 neighbourhoods which is rated amber and queried the reason behind this and how we are focussing on these.

Will Blandamer, Executive Director (Health and Care) advised that we are making good progress on the model of neighbourhood working, further establishment of public services teams, implementation of the live well centre and connection to a range of reform programmes for children. Confidence was expressed in the work we have done, noting the challenge to be able to describe it in detail. Classed as amber within this report as we need to be able to describe a more consistent operating model of neighbourhood working that brings all this together.

Adrian Crook, Director of Community Commissioning further commented that we didn't quite meet the Q1 milestones as children's and adults teams weren't moved into the Live Well centre within the expected timeframe.

Decision(s):

Cabinet:

- Noted the Quarter One position on progress against the Corporate Plan 2026-27.

Reasons for decision(s)

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

Alternative options considered and rejected

- Not applicable.

CA.65 FINANCE Q1

Councillor Thorpe introduced the report providing an update to Cabinet on the council's forecast Quarter 1 position across the General Fund revenue and capital budgets, Housing Revenue Account (HRA) and DSG (Dedicated Schools Grant).

Councillor Rydeheard thanked Councillor Thorpe for attending Overview & Scrutiny Committee to go through this report with scrutiny members.

Councillor Birchmore highlighted the housing revenue account and confirmed her interest that some of the maintenance would be moved in house.

Decision(s)

Cabinet

- Noted the 2026/27 forecast revenue Quarter 1 position of a £5.691m overspend (2.26%) against a net budget of £252.135m.
- Noted the forecast reduction in General Fund and Earmarked Reserves of £12.047m (27.31%) and forecast closing balance at 31 March 2027 of £32.059m.
- Noted the total forecast delivery of savings in 2026/27 of £18.534m (88.85%) against a target of £20.860m, including unachieved savings carried forward from 2025/26. This results in a forecast shortfall of £2.326m (11.15%).
- Noted a net increase of £22.228m to the 2026/27 Capital Programme, comprising of £17.336m of slippage from 2025/26 and £7.311m of additional schemes in 2026/27, offset by £2.419m rephased into 2027/28.
- Approved and recommend to Council the in-year capital programme addition requiring £0.350m of additional prudential borrowing.
- Approved and recommend to Council an additional £0.210m of prudential borrowing within the Housing Revenue Account Capital Programme for 2026/27.
- Noted the 2026/27 forecast Quarter 1 position for the Collection Fund.
- Note the 2026/27 forecast Quarter 1 position for the Housing Revenue Account (HRA).
- Noted the 2026/27 forecast Quarter 1 position for the Dedicated Schools Grant (DSG).
- Noted the Quarter 1 Prudential Indicator position

Reasons for decision(s)

To note the forecast Quarter 1 finance position for 2026/27.

Alternative options considered and rejected

N/A

CA.66 2025/26 TREASURY OUTTURN REPORT

Councillor Thorpe introduced the report outlining the financial position and provides an update on the following aspects of the Treasury Management function throughout 2025/26.

There were no questions from members present.

Decision(s)

Cabinet

- Noted and approved for onward submission to Council on 16th September 2026, the:
 - Treasury Management 2025/26 Outturn Report.
 - 2025/26 Prudential and Treasury Indicators.

Reasons for decision(s)

It is a requirement of the CIPFA Code that the Council receives an annual Treasury Management Outturn Report. It should be noted that the Council met all its Prudential Indicators relating to Treasury Management in financial year 2025/26.

Alternative options considered and rejected

Regular reporting to members on the Council's Treasury Management arrangements, controls and performance forms a key element of its overall governance and financial administration. Given this, no alternative options were considered when preparing this report.

CA.67 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

It was agreed:

That the minutes of the Greater Manchester Combined Authority meeting held on 26 June 2026 be noted.

CA.68 URGENT BUSINESS

There was no urgent business.

CA.69 EXCLUSION OF PRESS AND PUBLIC

Decision:

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

CA.70 DISPOSAL OF PYRAMID PARK AND Q-PARK - PART B

Councillor Morris presented the Part B report which included the full financial details.

Decision(s)

1. As set out in Part A.

Reasons for decision(s)

2. As set out in Part A.

Alternative options considered and rejected

3. As set out in Part A.

CA.71 AWARD OF EVCI GM CONTRACT TO INSTALL EV CHARGEPOINTS THROUGHOUT BURY PART B

Councillor L Smith presented the Part B report which included the full financial details.

Decision(s)

Cabinet:

- Note the contents of this Part B report.
- Agree that TfGM be authorised to proceed with contract award to Believ Limited following completion of all required governance approvals and procurement procedures.
- Approve the inclusion of Bury Council within the Greater Manchester LEVI concession contract arrangements as outlined in Part A and this report.

Reasons for the decision:

As for Part A.

Alternative options considered and rejected:

As for Part A.

COUNCILLOR E O'BRIEN

Chair

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	Anti-Social Behaviour Policy 2027-2030 (Renewal)	
Report for:	Cabinet Member for Communities & Inclusion	

Executive Summary

1. This report seeks Cabinet approval for the adoption of the Bury Council Anti-Social Behaviour (ASB) Policy 2027-2030.
2. The revised policy provides the framework through which Bury Council and its partners will prevent, investigate and respond to anti-social behaviour across the borough. The policy reflects current legislative requirements, supports the Council's commitment to safe and sustainable communities, and sets out a clear and consistent approach to addressing ASB.
3. The policy retains the Council's established victim-centred and harm-focused approach, strengthens partnership working arrangements and introduces clarification regarding complaints relating to overgrown trees, vegetation, high hedges and non-native invasive plant species. These additions respond to recurring enquiries from residents and provide greater clarity regarding responsibilities and appropriate routes for resolution.
4. Approval of the policy will ensure the Council continues to meet its statutory obligations whilst maintaining an effective and proportionate response to anti-social behaviour.

Recommendation(s)

5. It is recommended that Cabinet:
 - a. Approve the Anti-Social Behaviour Policy 2027-2030.
 - b. Delegate authority to the Assistant Director Of Public Protection & Resilience, in consultation with the Cabinet Member for Communities and Inclusion, to make minor administrative, legislative and procedural amendments to the policy during its lifetime where these do not materially alter the policy's intent or objectives.

Reasons for Recommendation(s)

6. The revised policy provides a clear and legally compliant framework for addressing anti-social behaviour whilst supporting Bury Council's strategic commitment to creating safer and stronger communities. It also ensures consistency in the investigation and management of ASB cases and strengthens victim-focused practice through risk assessment and support arrangements. It clarifies the Council's approach to issues frequently reported as ASB but more appropriately addressed through alternative statutory processes whilst promoting effective partnership working between the Council, Greater Manchester Police, registered providers and Community Safety Partnership agencies.

7. The policy supports transparency, accountability and continuous improvement through performance monitoring and customer feedback mechanisms.

Alternative Options Considered and Rejected

8. Option 1: Retain the Existing Policy. This option has been rejected as the current policy requires renewal and updating to reflect current operational practice, emerging community safety issues and lessons learned from case management and partnership working.
9. Option 2: Develop Separate Policies for Emerging Issues. This option has been rejected as it would create unnecessary complexity and potential confusion for residents and practitioners. Incorporating guidance within the ASB Policy provides a single and coherent framework for managing related community concerns.

Report Author and Contact Details:

Name: Ben Thomson | Dean Walker

Position: Assistant Director Public Protection & Resilience | ASB Manager

Department: Corporate Core

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Background

10. Anti-social behaviour can have a significant impact on individuals, communities and neighbourhoods. It can affect residents' wellbeing, reduce confidence within communities and undermine perceptions of safety.
11. The Anti-Social Behaviour, Crime and Policing Act 2014 provides local authorities and partner agencies with a range of powers to prevent and address anti-social behaviour. While responsibility for tackling ASB is shared across several agencies, Bury Council plays a central role in coordinating local responses and supporting affected residents.
12. The existing policy has been reviewed to ensure it remains effective, proportionate and aligned with current operational practice. The revised policy continues to support early intervention and prevention measures while ensuring appropriate enforcement action is available where serious or persistent anti-social behaviour occurs.

Current Anti-Social Behaviour Context in Bury

13. Anti-social behaviour remains one of the most common issues reported by residents and can have a significant impact on community wellbeing, perceptions of safety and quality of life. Complaints received by the Council and partner agencies range from environmental nuisance, neighbour disputes and public space issues through to more serious incidents involving intimidation, criminality, substance misuse and exploitation.
14. The Council utilises a broad range of interventions to prevent and tackle anti-social behaviour. These include informal interventions, problem-solving approaches, community engagement activity and statutory enforcement powers.

15. Where necessary, officers work jointly with Greater Manchester Police, Registered Providers, Community Safety Partnership agencies and other regulatory services to address persistent nuisance, criminality and behaviour causing harm to local communities.
16. This joint working approach ensures that anti-social behaviour, environmental crime, nuisance businesses, criminal exploitation and related community safety concerns are addressed using the most appropriate powers available.
17. The Council works alongside Greater Manchester Police, housing providers and Community Safety Partnership partners to investigate complaints, support victims and take appropriate preventative and enforcement action. The Anti-Social Behaviour Policy provides the overarching framework which guides these activities and ensures a consistent and proportionate approach across the borough irrespective of housing tenure or location.
18. The policy supports the Council's wider ambitions around community safety, neighbourhood resilience and protecting vulnerable residents from harm.

Emerging Community Safety Challenges

19. The nature of anti-social behaviour continues to evolve and increasingly overlaps with wider safeguarding and community safety concerns including:
 - Criminal exploitation.
 - County lines activity.
 - Cuckooing.
 - Substance misuse.
 - Mental health vulnerabilities.
 - Neighbourhood intimidation.
 - Hate incidents.
20. The policy supports a multi-agency approach to identifying and managing such risks whilst ensuring vulnerable victims and communities receive appropriate support.

ASB Service Activity and Outcomes

21. During 2025/26 the Council and its partners continued to respond to reports of anti-social behaviour affecting communities across the borough.
22. Performance information is routinely monitored through Community Safety governance arrangements and includes:

Performance Measure	2024/25	2025/26	Trend	Commentary
Number of ASB reports received	357	409	↑ 14.6%	There were 52 more complaints in 25/26 than the previous year, which is an increase of 14.6%.
Community Protection Warnings and Notices (CPWN) issued	1	5	↑ 400%	We issued 1 CPNW in 24/25... and 5 CPNW's in 25/26, with 1 escalating to a full CPN. Which is 400% increase. Demonstrating officers are utilising the tools and powers more to tackle ASB effectively.
Injunctions and Closure Orders obtained	1	1	→	There was one ASB Injunction in 24/25 and one Closure Order in 25/26
ASB Case Reviews requested	4	7	↑ 75%	An increase of 3 Case review requests from 24/25 to 25/26 equivalent to a 75% increase. Note – only 5 of the 11 review requests met the threshold to progress. All reviews had an outcome of "Satisfactory" with slight advisories which is very positive.
Customer satisfaction and victim feedback measures	N/A	77% (Q1) 100% (July-August)	→	Customer feedback during 2025/26 has been highly positive. Transactional customer satisfaction surveys were introduced as a new performance measure in 2025/26 to strengthen the Council's understanding of victim experience and service quality. As this is the first full year of data collection, no directly comparable historical data is available. The introduction of this measure represents an enhancement to the Council's performance management framework and establishes a baseline against which future performance can be assessed. During Quarter 1, 77% of respondents reported satisfaction with the way their case was handled, the communication received throughout the process, and the outcome achieved. Eight respondents reported being fully

Performance Measure	2024/25	2025/26	Trend	Commentary
				satisfied with the service provided. Performance improved further during July and August, with 100% customer satisfaction recorded across all three measures. Whilst response volumes remain relatively small and should therefore be interpreted with appropriate caution, the results indicate a strong level of customer confidence in the service and provide encouraging evidence that victims feel supported throughout the ASB case management process. Ongoing monitoring will allow trends to be tracked over time and support continuous service improvement.
Housing Services tenant satisfaction with the Council's handling of ASB (Tenant Satisfaction Measures)	50.31% (Q1 24/25)	54.55% (Q1 26/27)	↑ 4.24%	Tenant Satisfaction Measures show a positive upward trajectory, increasing from 50.31% in Quarter 1 2024/25 to 54.55% in Quarter 1 2026/27, representing an improvement of 4.24 percentage points. This suggests a gradual improvement in tenant confidence in the Council's response to ASB and aligns with the positive feedback being received through the newly introduced transactional surveys. The Council will continue to monitor both measures to ensure that service improvements remain focused on victim outcomes, communication, and overall customer experience.

23. The introduction of transactional customer satisfaction surveys during 2025/26 represents a significant improvement in the Council's ability to understand victim experience and service effectiveness. Whilst no historical comparator is available, the data establishes an important baseline for future performance monitoring. Combined with the improving Tenant Satisfaction Measure results, the feedback indicates that residents increasingly feel listened to, supported and informed throughout the management of ASB cases. Future reporting periods will enable trend analysis and benchmarking against the baseline established during 2025/26.

Policy Overview

24. The Anti-Social Behaviour Policy 2027-2030 establishes the principles and procedures that will guide the Council's response to anti-social behaviour. The policy also maintains the statutory ASB Case Review process, providing victims with the right to request a multi-agency review where they believe reports of persistent anti-social behaviour have not been adequately addressed. This provides an important accountability mechanism and reinforces the Council's commitment to victim-centred service delivery
25. Key elements of the policy include:
26. A Victim-Centred Approach - The policy places victims at the heart of service delivery. All reports are assessed according to risk and vulnerability, adopting a harm-centred approach, ensuring that vulnerability and the impact of anti-social behaviour on victims are considered alongside the behaviour itself when determining priorities and appropriate interventions.
27. Encouraging Reporting and Community Intelligence - The Policy recognises that many incidents of anti-social behaviour go unreported and that early reporting is essential to enable the Council and its partners to understand emerging issues, identify repeat locations, victims and perpetrators, and deploy appropriate interventions. The Council actively encourages residents, businesses, elected Members, landlords and community organisations to report concerns, even where incidents may appear minor in isolation. Multiple reports relating to the same location, behaviour or individual can assist agencies in building a broader intelligence picture, identifying hotspots, understanding cumulative harm and directing resources to where they are most needed. The Policy therefore promotes a culture of reporting, recognising that if concerns are not reported, agencies may be unaware of problems affecting communities and unable to take appropriate action.
28. Risk-Based Prioritisation - Reports are prioritised according to the severity of harm and risk posed to victims and communities. Serious incidents involving violence, hate crime, safeguarding concerns or criminal activity are referred to Greater Manchester Police and partner agencies where appropriate.
29. Investigation Standards - Reports will be acknowledged within five working days and allocated to a named investigating officer. Investigations will be undertaken proportionately and in accordance with relevant legislation and guidance.
30. Prevention and Early Intervention - The policy emphasises prevention through:
 - Community engagement.
 - Mediation and restorative approaches.
 - Warning letters and acceptable behaviour agreements.
 - Referrals to support services.
 - Partnership intervention and problem solving.
31. Enforcement - Where informal measures are unsuccessful or where serious harm is identified, the Council may use a range of legal remedies, including:
 - Community Protection Notices.

- Civil Injunctions.
 - Criminal Behaviour Orders.
 - Closure Orders.
 - Possession proceedings and tenancy enforcement where appropriate.
32. Partnership Working - The policy supports coordinated working arrangements between the Council, Greater Manchester Police, Community Safety Partnership agencies and Safeguarding and support organisations. The policy also recognises the responsibilities of Registered Providers in managing anti-social behaviour affecting their tenants and establishes clear arrangements for partnership working, information sharing and coordinated enforcement where appropriate
33. Relationship with Wider Enforcement Activity - The Anti-Social Behaviour Policy forms part of a broader enforcement framework used by the Council and its partners to protect residents and communities.
34. Where appropriate, complaints of anti-social behaviour may also be addressed through the following alternative provisions ensuring the most appropriate regulatory and enforcement powers are used to address both behaviour and its root causes:
- Environmental Protection legislation.
 - Licensing enforcement.
 - Trading Standards investigations.
 - Community Protection powers.
 - Planning enforcement.
 - Housing standards enforcement.
 - Public Protection investigations.
 - Community Safety Partnership interventions.
 - Criminal investigations led by Greater Manchester Police.
35. Anti-Social Behaviour and the Private Rented Sector - The policy applies equally across all housing tenures, including social housing, owner occupied properties and the private rented sector.
36. Where anti-social behaviour is linked to privately rented accommodation, the Council works with landlords, managing agents, housing providers and other agencies to address complaints and improve outcomes for affected communities.
37. The policy complements wider housing enforcement activities and supports the Council's ability to tackle issues including nuisance, persistent disorder, poor property management and behaviours which negatively affect neighbouring residents.
38. This demonstrates that ASB powers sit alongside Housing Standards, Licensing and Community Safety powers rather than operating in isolation.

Revised Policy Changes

39. Overgrown Trees, Vegetation and High Hedges - The revised policy provides clarification regarding complaints relating to overgrown trees, vegetation and high hedges. These matters are not normally considered anti-social behaviour and will generally be managed through planning legislation, property maintenance responsibilities or other relevant statutory processes. The clarification will help ensure residents receive accurate advice and are directed to the most appropriate service area.
40. Non-Native Invasive Plants - The policy introduces guidance relating to non-native invasive plant species, including Japanese Knotweed and Giant Hogweed. The revised policy clarifies the responsibilities of landowners, outlines the Council's approach to infestations on Council-owned land, establishes circumstances where intervention may be considered due to significant nuisance, public safety concerns or wider community impacts and promotes consistency in decision making and case management.
41. Community Impact - The policy supports the Council's ambition to create safer and more resilient communities. The expected benefits are anticipated to include:
 - Improved support for victims of ASB.
 - Greater clarity regarding reporting routes and responsibilities.
 - More effective case management.
 - Stronger partnership responses.
 - Increased confidence in local services.
 - Better targeting of resources towards high-risk and vulnerable residents.
42. Increased reporting and community engagement are expected to improve the Council's understanding of local anti-social behaviour trends and emerging neighbourhood concerns. This intelligence-led approach will support earlier intervention, better identification of repeat locations and victims, and more effective partnership responses through Community Safety Partnership arrangements.
43. The policy supports early intervention, prevention and enforcement activity designed to reduce harm, improve community confidence and protect vulnerable victims. It also contributes to wider priorities around neighbourhood management, crime reduction, environmental quality and place-based working through the Let's Do It strategy.
44. The policy has been developed with sufficient flexibility to accommodate future legislative and regulatory changes, including reforms introduced through the Crime and Policing Act 2026 and any future statutory guidance relating to anti-social behaviour powers and community safety.

Consultation

45. The policy review has been informed through engagement with Community Safety Partnership agencies, Greater Manchester Police, Housing Services, Public Protection, Environmental Health, Licensing and Neighbourhood Services. Feedback obtained through

operational case management, partnership working and lessons identified through ASB Case Reviews has been used to inform the revised policy.

46. In addition, the draft policy was shared with tenant engagement groups through Housing Services as part of the consultation process. No amendments to the policy content were proposed through this engagement; however, consultees commented that the document was not always easy to understand, being written in a formal style. In response to this feedback, an accompanying easy-read, tenant-friendly version of the policy will be developed and published alongside the main policy to improve accessibility and understanding for residents.
47. Wider community consultation has also taken place through Anti-Social Behaviour (ASB) ward clinics and resident engagement events across the borough, providing opportunities for residents to raise concerns and share their experiences. Feedback from these sessions has helped inform a number of clarifications and accessibility improvements incorporated within the revised policy to ensure it is clearer, more user-focused and easier for residents to understand.
48. Feedback received through community engagement activity identified that some residents remain reluctant to report anti-social behaviour due to concerns around confidentiality and fear of reprisals. In response, the revised policy provides strengthened guidance regarding the handling of complainant information and the safeguards in place when investigating reports.

Governance and Performance Monitoring

49. The implementation and effectiveness of the Anti-Social Behaviour (ASB) Policy will be monitored through a comprehensive performance framework, incorporating key indicators including the number of ASB reports received, levels of high-risk and repeat victimisation, the use and outcomes of enforcement activity, Community Protection Warnings and Notices issued, Injunctions and Closure Orders obtained, and requests for and outcomes of ASB Case Reviews. Customer satisfaction measures will also be used to assess the quality and impact of interventions and service delivery. Performance information will be reported through established Community Safety Partnership governance arrangements, enabling oversight, accountability and continuous improvement across partner agencies. The Policy will remain subject to ongoing review throughout its lifespan to ensure it remains effective, proportionate and responsive to local needs, and may be amended at any time to reflect changes in legislation, statutory guidance, case law, operational practice or emerging local priorities.
50. Performance information will be subject to regular review through Community Safety Partnership governance structures, enabling emerging trends, repeat demand and enforcement outcomes to be scrutinised and used to inform future service improvement

Conclusion

51. The Anti-Social Behaviour Policy 2027-2030 provides a robust, proportionate and effective framework for tackling anti-social behaviour across Bury. It reinforces the Council's commitment to protecting residents, supporting victims, promoting community safety and working collaboratively with partners to address issues affecting local neighbourhoods.

52. The revised policy also provides important clarification regarding overgrown vegetation, high hedges and invasive plant species, responding to emerging resident concerns while ensuring resources remain focused on genuine anti-social behaviour.
53. Cabinet is therefore requested to approve the adoption of the Anti-Social Behaviour Policy 2027-2030.

Links with the Corporate Priorities:

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

54. Effective management of anti-social behaviour contributes to wider corporate priorities by improving community confidence, supporting neighbourhood sustainability, reducing demand on public services and helping residents feel safe within the places where they live, work and visit. The Anti-Social Behaviour Policy contributes directly to the Council's commitment to creating safer, stronger and more resilient communities. The policy supports the Council's ambitions by:
- i. Protecting residents from harm.
 - ii. Improving confidence in local neighbourhoods.
 - iii. Supporting vulnerable individuals and victims.
 - iv. Promoting community resilience.
 - v. Enhancing partnership working.
 - vi. Contributing to safer places where people want to live, work and visit.

Equality Impact and Considerations:

55. An Equality Impact Assessment has been undertaken and considered as part of the policy review process. The policy is designed to promote fair and equitable access to services and ensures vulnerability, protected characteristics and individual circumstances are considered when responding to reports of anti-social behaviour. Where necessary, reasonable adjustments and additional support will be provided to ensure residents can access services and participate fully in investigations and support processes.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Failure to adopt an updated policy could result in: • Inconsistent responses to anti-social behaviour. • Reduced clarity for residents and partner agencies.	Adopt amended policy

• Increased organisational and legal risks. • Reduced confidence in Council services. • Missed opportunities to support vulnerable residents and prevent escalation. The revised policy mitigates these risks through clear governance arrangements, defined responsibilities and a consistent framework for intervention.	
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Procurement Implications:

1. No Procurement Implications
-

Legal Implications:

2. The Council must discharge its responsibilities relating to anti-social behaviour in accordance with the Anti-Social Behaviour, Crime and Policing Act 2014. In doing so, it must also comply with other relevant legislation concerning community safety, housing management, safeguarding and data protection, including the Equality Act 2010, the Human Rights Act 1998, and applicable data protection laws. The Council must further have regard to relevant statutory guidance and regulatory requirements, including the Housing Ombudsman Complaint Handling Code.
 3. The revised policy strengthens the Council's legal and regulatory position by establishing clear processes, decision-making stages and intervention thresholds. The existence and consistent application of a transparent, published policy is an important consideration in the context of complaints, regulatory oversight and potential legal challenge. Adopting the policy supports the Council in demonstrating that decisions are lawful, reasonable, proportionate and aligned with statutory obligations and recognised good practice.
 4. Enhanced provisions relating to victim support, risk assessment and safeguarding promote compliance with current statutory guidance and equality obligations, reducing the risk of legal challenge arising from concerns about vulnerability or a failure to protect individuals. Greater transparency, accessible communication and defined review mechanisms, including the ASB Case Review process, are also expected to improve accountability, reduce complaints and strengthen the Council's ability to justify its decisions where these are subject to scrutiny.
-

Financial Implications:

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

5. *There are no significant additional financial implications arising from the adoption of the policy.*

6. The policy primarily formalises existing operational arrangements and clarifies how current statutory powers and partnership resources will be utilised.
7. Implementation will be delivered within existing service budgets and staffing structures.

Appendices:

Please list any appended documents (please save these as clearly labelled separate documents in the Teams folder).

Appendix one – Proposed amended Anti-Social Behaviour Policy 2027-2030

Background papers:

[BURY COUNCIL ANTI-SOCIAL BEHAVIOUR POLICY 2023-2026](#)

<https://www.bury.gov.uk/asset-library/asb-policy-2023-2026.pdf>

Glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
ASB	Anti-Social Behaviour
ASB Case Review	Statutory process enabling victims to request a multi-agency review where persistent anti-social behaviour concerns have not been satisfactorily addressed
Community Protection Warning (CPW)	Formal warning issued to address anti-social behaviour before a Community Protection Notice may be served
Community Protection Notice (CPN)	Formal notice requiring an individual or organisation to stop behaviour that is having a detrimental effect on the community
Community Safety Partnership (CSP)	Partnership of agencies, including the Council and Police, working together to tackle crime, anti-social behaviour and community safety issues
Closure Order	Court order used to restrict access to premises associated with serious nuisance, disorder or criminality
Criminal Behaviour Order (CBO)	Court order imposed following conviction for a criminal offence to prevent further anti-social behaviour
GMP	Greater Manchester Police
Injunction	Civil court order used to prevent anti-social behaviour and protect victims and communities
Let's Do It Strategy	Bury Council's corporate strategy setting out the long-term vision and priorities for the borough
Registered Provider (RP)	Housing association or social landlord registered with the Regulator of Social Housing

Public Protection	Council service responsible for functions including community safety, licensing, environmental health and regulatory enforcement
Tenure	The legal basis on which a property is occupied, for example owner-occupied, private rented, council or social housing
Vulnerability	Circumstances that increase an individual's risk of harm or adverse impact from anti-social behaviour

Appendix 1: Anti-Social Behaviour Policy 2027-2030

BURY COUNCIL

**ANTI-SOCIAL BEHAVIOUR POLICY
2027-2030**

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1. INTRODUCTION

This document provides staff and residents with a summary of our approach and the actions that will be taken when a report of anti-social behaviour (ASB) is received.

All our residents within our borough have the right to live without experiencing anti-social behaviour. To achieve this all our residents and those who visit our borough are expected to act responsibly and respect others. Everyone is responsible for their own behaviour, the behaviour of those people who live with them and the behaviour of people who visit their property. Working together we will achieve a safe borough for everyone.

1.1 WHAT IS THE DEFINITION OF ANTI-SOCIAL BEHAVIOUR?

Bury Council adopts the definitions of ASB as outlined in the Anti-social Behaviour, Crime and Policing Act 2014 which is as follows:

- conduct that has caused, or is likely to cause, harassment, alarm, or distress to any person,
- conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises, or
- conduct capable of causing housing-related nuisance (Private or Social) or annoyance to any person.

Non-Housing Related Anti-Social Behaviour

For ASB in a non-housing related context, ASB is conduct that causes, or is likely to cause harassment, alarm or distress to any person. This will apply, for example, where the ASB has occurred in a public place, such as a town centre, shopping centre, public space, or local park.

In the first instance, this type of ASB is usually reported to the Police as criminal behaviour. Greater Manchester Police will investigate the following types of ASB:

- **Abandoned vehicles:** This covers vehicles that appear to have been left by their owner, rather than stolen and abandoned. It includes scrap or 'end of life' vehicles.
- **Vehicle nuisance or inappropriate use:** This relates to vehicles being used in acts such as street cruising (driving up and down the street causing annoyance and bothering other road users), vehicle convoys and riding or driving on land other than a road. It also covers the misuse of go-peds, motorised skateboards and electric-propelled cycles.
- **Rowdy or inconsiderate behaviour:** This refers to general nuisance behaviour in a public place or a place to which the public have access, such as private clubs. It does not include domestic-related behaviour, harassment or public disorder which should be reported as crimes.
- **Rowdy or nuisance neighbours:** This covers any rowdy behaviour or general nuisance caused by neighbours, including boundary and parking disputes. It also covers noise nuisance from parties or playing loud music.

- **Littering or drugs paraphernalia:** This includes fly posting and discarding litter, rubbish, or drugs paraphernalia in any public place.
- **Animal problems:** This covers any situation where animals are creating a nuisance or people's behaviour associated with the use of animals is deemed as antisocial.
- **Trespassing:** This is any situation in which people have entered a place or premises or accessed land or water without permission or lawful authority.
- **Nuisance calls:** This covers any type of communication by phone that causes anxiety and annoyance, including silent calls and intrusive 'cold calling' from businesses. It does not cover indecent, threatening, or offensive behaviour which should be reported as crimes.
- **Street drinking:** This relates to unlicensed drinking in public spaces, where the behaviour of the persons involved is deemed as antisocial. It also covers unplanned and spontaneous parties which encroach on the street.
- **Prostitution-related activity:** This relates to any activity involving prostitution such as loitering, displaying cards, or promoting prostitution.
- **Nuisance noise:** This relates to all incidents of noise nuisance that do not involve neighbours (see 'Nuisance neighbours' above).
- **Begging:** This covers anyone begging or asking for charitable donations in a public place, or encouraging a child to do so, without a license.
- **Misuse of fireworks:** This will include the inappropriate use of fireworks, the unlawful sale or possession of fireworks and noise created by fireworks.
- **Overgrown Trees, Vegetation and High Hedges**
 Complaints relating solely to overgrown trees, shrubs, vegetation, garden maintenance, or the height of hedges will not normally be investigated under this Anti-Social Behaviour Policy. Such matters are generally considered to be private civil issues or matters governed by separate statutory powers. In accordance with the provisions of Part 8 of the Anti-Social Behaviour Act 2003 and associated national guidance, concerns regarding high hedges should be referred to the relevant local authority planning function for assessment and determination. Where complaints are received relating to high hedges or overgrown vegetation, residents will be signposted to Bury Council's Planning Department or other appropriate service for advice and resolution. The Council will only consider intervention under this Policy where there is evidence of wider anti-social behaviour or a significant and immediate risk to public safety that falls within the scope of its statutory responsibilities
- **Non-Native Invasive Plants**
 The Council recognises that certain non-native invasive plant species, including but not limited to Japanese Knotweed (*Fallopia japonica*), Giant Hogweed (*Heracleum mantegazzianum*) and other species listed under relevant environmental legislation, can have a detrimental impact on communities, public safety, biodiversity and the built environment. Reports of invasive plants will be assessed on a case-by-case basis to determine the level of risk, location, land ownership and any associated nuisance or harm. Where invasive plants are identified on Council-owned land, the Council will

manage and control infestations in accordance with current legislation, recognised good practice and available resources. Where infestations occur on privately owned land, responsibility for treatment remains with the landowner; however, the Council may provide advice, signposting or take enforcement action where there is a statutory basis to do so. The presence of invasive plants alone will not normally constitute Anti-Social Behaviour, but where an individual's actions or failure to manage an infestation results in significant nuisance, risk to public health and safety, damage to property, or the spread of invasive species onto neighbouring land, the Council will consider appropriate interventions in line with its powers and responsibilities.

Housing Related Anti-Social Behaviour

For ASB in a housing context, ASB is considered to be conduct that is capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises or the conduct is capable of causing housing related nuisance or annoyance to any person.

For those living in a Bury Council managed property are bound by the specific terms of a tenancy agreement which is a legal contract between the tenant(s) and Bury Council and can be enforced where needed. Bury Council tenancy agreement contains several conditions relating to the conduct of tenants, those who live with tenants and those who visit tenants. Within the tenancy agreement, a tenant is not only responsible for their own conduct but is also responsible for the conduct of any person residing at or occupying their property (whether adults or children). A tenant is also responsible for the conduct of any lawful visitor to their property, whether that visitor is an adult or a child.

In the first instance reports should be made

- Directly to the landlord for example the Housing Association, or private sector housing provider for rented housing.
- Homeowners should report direct to Bury Council.
- Bury Council Housing tenants should report to Bury Councils Housing Services and will be investigated by the Housing Team
- Directly to police where it could be classed as criminal behaviour.

1.2 TYPES OF ANTI-SOCIAL BEHAVIOUR

ASB can mean different things to different people and may or may not include criminal activity. Whilst definitions have been provided above, the list below describes some examples of ASB and who you should report such acts to.

Type of ASB	Reporting Method
Neighbour disputes	– <i>Report to Bury Council if.</i> ○ <i>Private Rented, Owner occupier or a Bury Council Tenant</i> – <i>If you're a tenant of a housing association, report to them direct.</i>
Noise and environmental nuisance	
Use of violence or threatening behaviour	1. <i>In the first instance report to Greater Manchester Police (GMP)</i> 2. <i>If follow up is required:</i> ○ <i>Privately rented, Owner Occupier or Bury Council Tenant = Bury Council</i> ○ <i>Social housing = relevant Housing Provider</i>
Repeated abusive language or behaviour.	
Damage to property	
Domestic abuse or violence	
Hate crimes / Hate incidents.	
Misuse of open spaces, including begging/off-road use of vehicles	

A table referencing different types of ASB and the relevant reporting method

Misuse of Fireworks: This includes the inappropriate use of fireworks, unlawful sale or possession of fireworks, deliberate misuse causing alarm, distress, nuisance or risk to public safety, and persistent noise disturbance associated with fireworks. The Council recognises that fireworks may have a significant impact on vulnerable residents, animals and communities. Residents should be aware that legislation restricts the use of fireworks during certain hours and periods of the year. Outside permitted periods, the use of fireworks late at night may constitute anti-social behaviour and may be investigated in partnership with Greater Manchester Police and other enforcement agencies where appropriate.

The Council recognises that cultural celebrations and nationally recognised events involving fireworks form an important part of community life. However, fireworks should be used responsibly and in accordance with legal restrictions relating to sale, possession and permitted hours of use. The Council will support proportionate enforcement where misuse causes significant nuisance, distress or public safety concerns.

With reference to this ASB policy the following matters will not be investigated unless they are having a harmful impact on a person because they are vulnerable in which case they may be investigated. The definition of vulnerable in this context refers to being susceptible to

harm, either physically, emotionally, or mentally, often due to weakness exposure or lack of protection. This refers to adults and young people.

- Young people gathering socially (aged 16 or under)
- Children playing in the street, including ball games.
- DIY in reasonable hours (reasonable hours will be defined on a case-by-case basis)
- Disputes over social media
- Bonfires and BBQs (unless risk to life or property)
- Lifestyle differences
- One off house parties

The lists above are not exhaustive. Officers of Bury Council and Greater Manchester Police will exercise judgement to establish an appropriate response.

Please note that schools and colleges have their own ASB Policies. Should a member of the public be concerned by behaviour relating to an educational institution they can either report it directly to the Headteacher or via Bury Council.

2. REPORTING ANTI SOCIAL BEHAVIOUR

Bury Council will investigate all complaints of ASB regardless of tenure. This means that if the person perpetrating the behaviour resides in a property that is owned by them, are private rented through a RSL or it is owned by Bury Council, the case will be investigated in the same way.

Every report helps build a better understanding of anti-social behaviour across the borough. Individual incidents which may appear minor when viewed in isolation can help identify wider patterns of behaviour, repeat offenders, vulnerable victims and locations experiencing persistent problems. Information received from residents, businesses, councillors, housing providers and partner agencies enables the Council and its partners to identify emerging hotspots, target resources effectively and take earlier preventative action. Residents are therefore encouraged to report anti-social behaviour whenever it occurs, as agencies may otherwise be unaware of the impact on individuals and communities.

However, note that this does not include Housing Associations whereby the HA has its own ASB Team to undertake the investigation. Support from Bury Council can be offered on a case-by-case basis.

When either the person experiencing ASB or the perpetrator of ASB is a tenant of a property managed by a Housing Association e.g. Irwell Valley Homes, Places for People, Springs TMC, the report of ASB should be made to the relevant organisation and will be dealt with under their ASB policy. It would usually be the case that these investigations would be led by the housing provider however in some cases Bury Council may support the investigation.

Serious ASB involving criminal conduct should be reported to Greater Manchester Police by telephoning 101, or online at <https://www.gmp.police.uk/contact/af/contact-us/>

In an emergency call where there is threat to life or property always call 999.

2.1 REPORTING ANTI-SOCIAL BEHAVIOUR

Reports of ASB should include as much detail as possible and can be made in any of the following ways depending on the location and severity of the ASB:

ONLINE

Bury Council

[Report anti-social behaviour or nuisance - Bury Council](#)

Police

[Report antisocial behaviour | Greater Manchester Police \(gmp.police.uk\)](#)

Housing

[Housing Services - Bury Council](#)

OTHER METHODS

Other methods of complaining are available; however, we will encourage victims of ASB to use the above online method where possible.

Other ways in which ASB complaints may be received are:

- Telephone
- Email
- Face to Face (Via Housing Officer or ASB Caseworker)
- Visit our reception service based at the Town Hall
- Local Councillors and Local MP
- Home visit with your Housing Officers (If your property is managed by Bury Council)

Reports of ASB can be made by a third party, for example by a Local Councillor, Member of Parliament, or social worker. If a report is made via a third party, we will seek the consent of the complainant to communicate and share information with the third party.

Reports of ASB are **not** accepted by social media e.g. Twitter, Facebook however we will respond and direct you on how best to report your concerns.

ANONYMOUS REPORTS

Bury Council always prefer to have direct contact with the person experiencing ASB ("the complainant") to understand the problems they are experiencing, offer appropriate support and provide updates regarding the investigation. Officers will investigate an anonymous report if the report can be substantiated and will make reasonable attempts to substantiate the report.

2.2 HOW ARE ANTI-SOCIAL BEHAVIOUR REPORTS PRIORITISED?

Reports of ASB are prioritised at point of contact. This involves confirming the allegation and asking a series of short questions to assess the potential risk of harm caused by the ASB. Reports of ASB are then allocated to a named Investigating Officer.

- Complaints of hate crime/hate incidents or any serious or violent behaviour reported to Bury Council will be referred to GMP within 24 hours (if reported during normal

business hours – Mon-Fri, 9.00am to 5.00pm. If an incident occurs outside of these hours, please report directly to GMP)

- All other reports of ASB to be handled by Bury Council will be acknowledged within 5 working days.

2.3 REFERRALS TO OTHER AGENCIES

Investigating Officers will make referrals to other Council departments or agencies as appropriate during their investigation. Any referrals made will involve the Investigating Officer seeking consent from the individual concerned, unless there is an overriding safeguarding concern in relation to a vulnerable adult or child.

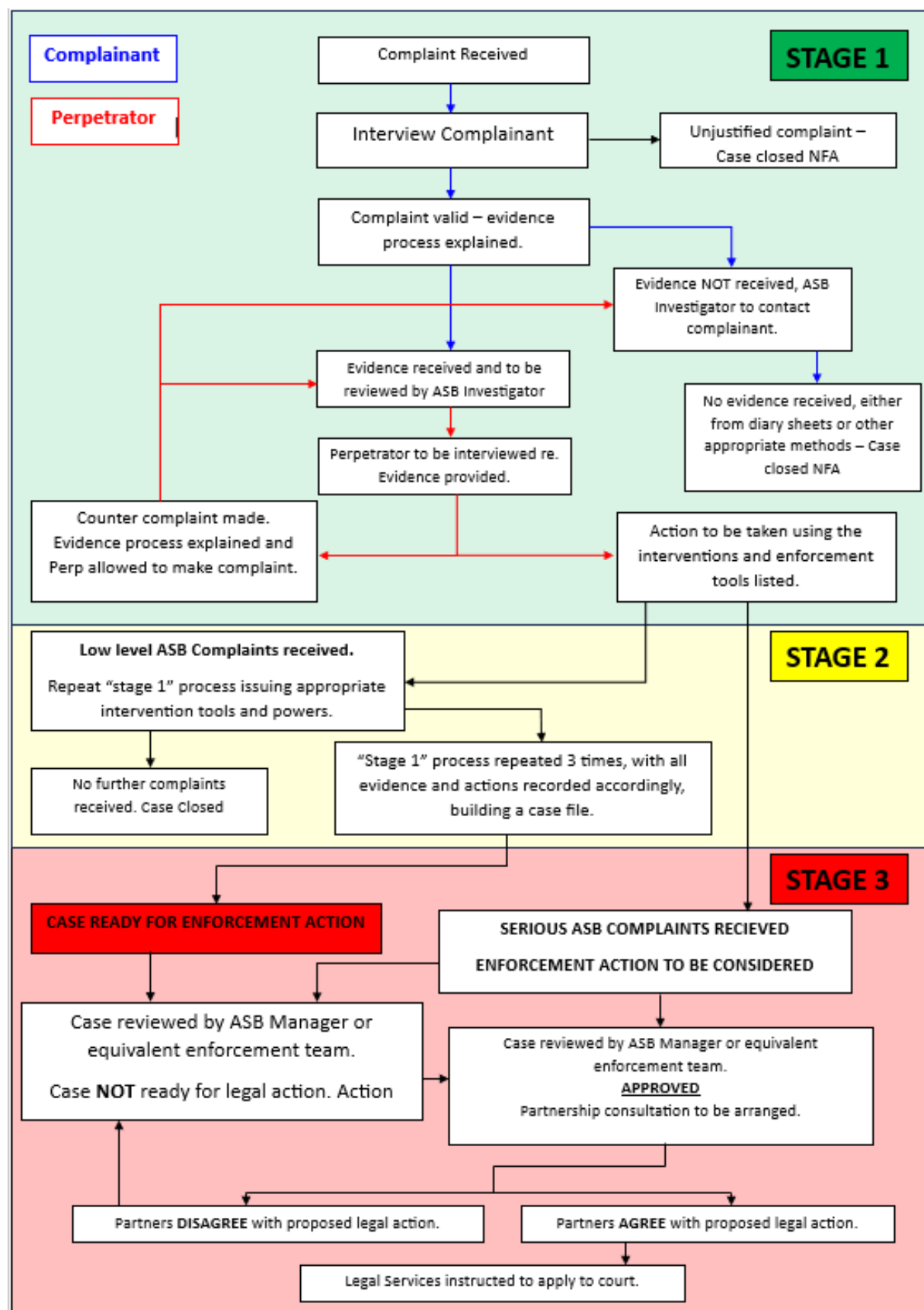
2.4 CROSS TENURE ISSUES

There will be times when reports of ASB will need to involve other Local Authority areas or social housing providers because either the complainant or the alleged perpetrator are tenants of that organisation. When these types of reports are made to Bury Council, the ASB Investigating Officer will discuss with the relevant organisation who will take a lead role in coordinating specific actions and this information will be shared with everyone involved in the ASB report.

GMP may also investigate reports of ASB across all tenures, particularly when there is an allegation that a crime has been committed. Bury Council will work in partnership with GMP to investigate and tackle ASB in our communities.

3. INVESTIGATING ANTI SOCIAL BEHAVIOUR

This section sets out how Bury Council will investigate ASB. As stated above, where the lead for the investigation is undertaken by another housing provider, the investigation will be undertaken in accordance with their own organisational policy. The Processes for a Bury Council ASB investigation are summarised in the flowchart below:



For Bury Council, there are several stages involved in investigating ASB:

1. Interview complainant (compile an action plan within appropriate timescales as above)
2. Carry out ASB risk assessment based on information received.
3. Gather evidence from complainant.
4. Interview perpetrator and agreed an action plan where possible.
5. Take necessary intervention and enforcement action (warnings etc)

Where any of the parties involved require reasonable adjustments to be made to allow them to participate fully in the process these will be made in agreement with the Investigating Officer.

ASB caseworkers will measure risk levels following initial interviews to determine seriousness of cases.

- **Low level ASB good practice**
 - Issue up to 3 warnings, alongside the intervention tools.
 - *Progress to Enforcement Action if behaviour persists after this.*
- **Serious ASB good practice**
 - Intervention tools considered, however ASB Officer can consider escalating straight to Enforcement Action if the evidence justifies it.

3.1 INTERVIEWING THE COMPLAINANT

When a report of ASB is made to Bury Council, one of the Council's Investigating Officers will interview the complainant to confirm all relevant facts and an action plan will be discussed. As part of the action plan the complainant will be expected to keep an accurate record of any further incidents of ASB and report any further incidents to the Investigating Officer. This may be in the form of a written statement or a more suitable format dependent on the circumstances. The officer will risk assess the complainant's vulnerability to the ASB they are experiencing and may carry out necessary actions to support them.

Where a complaint is made against a Bury Council managed property this will be investigated by Housing Services. For the purposes of this document, the Investigating Officer, will be investigated by a Housing Officer.

3.2 WIDER INVESTIGATIONS

Investigating Officers will usually conduct a wider investigation which may involve contacting other potential complainants or witnesses, in addition to making enquiries with any relevant Council departments or partner agencies such as GMP.

3.3 INTERVIEWING THE ALLEGED PERPETRATOR

During most investigations, contact will be made with the alleged perpetrator. The alleged perpetrator will be given a fair opportunity to respond to the ASB allegations. The

Investigating Officer will explain the consequences of perpetrating ASB and summarise the next steps in the investigation.

3.4 COUNTER ALLEGATIONS

Investigating Officers will conduct a proportionate investigation into any counter allegations that are classed as ASB. Support will be provided to the person making the counter allegation and an action plan will be discussed with the alleged perpetrator as well, however as a complainant in this instance.

3.5 VICTIM / WITNESS SUPPORT

Victims and witnesses (Complainants) are at the centre of the action we take to investigate and resolve reports of ASB. All Complainants will be provided with an Investigating Officer who will be responsible for investigating their report. Support to Complainants will be assessed individually with each Complainant that engages with us to ensure that the support offered is tailored specifically to individual needs.

A harm centred approach is taken, which means that in addition to considering the type of ASB we will consider the impact that ASB is having on individuals, families, and neighbourhoods to understand the harm that is being caused. We will do this by completing an ASB Vulnerability Risk Assessment with complainants (not acting in their professional capacity i.e., police officer). In some cases when a neighbourhood is experiencing ASB, we may conduct a Community Impact Statement involving information from residents and partners.

Type of actions may include a referral to a victim support service, additional contact from the ASB Officer, asking if the police could carry out additional patrols or conduct reassurance visits, making a referral to another Council department or agency e.g., Adult Safeguarding, Bury Drug and Alcohol Services, Mental Health Services.

3.6 SUPPORT FOR VULNERABLE PERPETRATORS

We recognise that some perpetrators may have support needs. When we are made aware by the perpetrator or by any information made available to us that a person has or may have a support need, we will explain our concerns and invite the perpetrator to discuss their needs with us and seek their consent to make a referral(s) to an appropriate Council department or external organisation on their behalf if appropriate. If the perpetrator is already engaged with a support service, we will discuss with the perpetrator sharing relevant information with the support service.

We reserve the right to make a referral to the Directorate of Children and Families, or the police, including a safeguarding referral, without the permission of the individual (s) concerned where the situation and provision of the Data Protection Act and any other legislation justifies it.

We will carefully consider and justify our actions, with a focus so as not to disadvantage those protected by the Equality Act 2010.

4. TACKLING ANTI SOCIAL BEHAVIOUR

Whenever possible Bury Council will take action, and encourage that of partners, to prevent ASB from happening in the first place. Examples of how we may do this include, but are not limited to:

- Carry out pre-tenancy checks, provide housing for members of the public appropriately and have a robust sign-up process with clear expectations of behaviour.
- Supporting the delivery of targeted youth provision, through targeted deployment of the Youth Outreach team.
- Considering any environmental improvements that may reduce the likelihood of ASB taking place in conjunction with colleague in the Operations department and community-led environmental groups in the Borough.
- Delivering training to partners and community groups regarding ASB and community safety issues i.e., hate crime ambassadors and third-party reporting centre training.

Where actions are required, the table below identifies which Community Safety Partners are able to instigate the different elements of enforcement.

Power	Bury Council	Greater Manchester Police	Community Safety Partner	Other Housing Provider
Civil Injunction	✓	✓	✓	✓
Community Protection Notice	✓	✓	✓	x
Criminal Behaviour Order	✓	✓	x	x
Public Space Protection Order	✓	x	x	x
Expedited Public Space Protection Order	✓	x	x	x
Closure Power (Notice and Order)	✓	✓	x	x
Absolute Grounds for Possession	✓	x	✓	✓
Dispersal Power	x	✓	x	x

4.1 LEVELS OF EVIDENCE

Within this Council policy, most ASB investigations take place within a civil law framework which means a civil standard of proof is applicable. The Investigating Officer needs only to be able to demonstrate that the incident(s) is more likely, than not to have happened.

When civil legal action has been taken and a Court Order has been disobeyed i.e., breach of an Injunction order, Closure Order, or prosecution for breach of a Community Protection Notice; the criminal standard of proof applies. This means that the Investigating Officer will need to demonstrate that the incident(s) happened are "beyond reasonable doubt".

4.2 INSUFFICIENT EVIDENCE

During an investigation there may be several reasons why an Investigating Officer cannot take action. These may include:

- Establishing that the incident did not happen.
- Not having enough evidence to prove the matter to the relevant standard of proof.
- Finding the issues reported to be not what Bury Council consider as antisocial.
- Not being able to investigate fully due to non-cooperation of the complainant / witness.
- The ASB has stopped and the likelihood of further ASB is low.

The Investigating Officer will inform the complainant at the earliest opportunity if they determine that they cannot act or take further action and will close the case.

4.3 DETERMINING APPROPRIATE ANTI-SOCIAL BEHAVIOUR ACTIONS

The Investigating Officer will assess each case on the information available and the actions taken will be proportionate and bespoke to the circumstances of each case. Typically, Investigating Officers will use informal methods to try to resolve a report of ASB in the first instance. However, in priority cases, such as when there has been a use or threat of violence, legal action may be the first course of action.

4.4 INFORMAL METHODS OF RESOLUTION

Investigating Officers may consider using informal methods such as:

- Mediation
- Restorative Meetings
- Noise monitoring equipment
- Observation of behaviour where permitted.
- Providing information and advice
- Investigatory interviews
- Warning Interviews
- Acceptable Behaviour Contracts (ABC's) (*see appendix A*)
- Referrals to partners / support agencies

4.5 LEGAL ACTIONS

Bury Council may consider taking legal action when ASB continues following an attempt to resolve the issue informally.

In priority cases involving the use or threat of violence towards person or property and or where there is serious risk of harm, we may not take any informal actions and instead take legal action in the first instance. Examples of legal actions that we may consider include:

- Injunction (including powers of arrest)
- Criminal Behaviour Order
- Community Protection Notice Warnings/Notices CPNW/ CPN
- Closure Order
- Breach Proceedings

- ASB Possession Proceedings (within our landlord capacity only)

Bury Council has no basis to seek possession of a property where we are not the landlord.

In our capacity as a landlord Bury Council may also take ASB possession proceedings. Prior to deciding to proceed with a claim for possession we will give our tenants a right to reply to the ASB allegations.

If the Investigating Officer considers it appropriate to proceed with legal action, the case will be reviewed by the ASB Manager prior to making a referral to legal services for legal advice. The Investigating Officer will always consider the legal advice received prior to instructing a solicitor to proceed with a legal application. Such advice is legally privileged and therefore will not be disclosed.

4.6 TACKLING ANTI-SOCIAL BEHAVIOUR IN SHARED SPACES

Bury Council are committed to providing safe spaces for all within the community. We work collaboratively with partner agencies, such as GMP, to ensure the people of Bury feel safe. Examples of ASB within shared spaces include:

- Town Centre ASB e.g. alcohol related incidents, night-time economy, youths causing disturbances.
- Retail ASB e.g. beggars, chuggers
- Open spaces e.g. playgrounds, parks, public plaza

In the first instance, Bury Council work closely with partners such as The Rock, Millgate, and Public House licensees to tackle ASB within the Town Centre. For persistent ASB cases, various methods of resolution will be considered (see Sections 3.4 and 3.5).

More serious acts of ASB, e.g. violence, would be dealt with by GMP by using powers of arrest or the issuing of dispersal orders.

The Council will also consider **Public Space Protection Orders** when it is considered the most appropriate tool to address a place based ASB issue and work with GMP to consider other potential solutions.

4.7 REASONS FOR CASE CLOSURE

Investigating Officers will close cases in a timely manner so that cases are not open longer than necessary. The Investigating Officer will communicate with complainants and partners when resolutions have been reached, or a case is closed and ensure accurate recording of cases.

4.8 USING AN ASB CASE REVIEW (previously known as the community trigger)

Any person has the right to activate an ASB Case Review if they feel their complaint(s) regarding ASB has not been dealt with appropriately.

The ASB Case Review is designed to ensure the Council and our partners are responding to cases of persistent ASB, especially where the victim is vulnerable or at greater risk. The Case Review gives victims and communities the right to examine how local agencies have responded to previous ASB complaints and to consider whether further action should be taken.

In addition to the victim, the Case Review can be activated by a person on behalf of the victim who is aware of the circumstances and acts with the victim's consent. This might include a family member, friend, carer, councillor, Member of Parliament or other professional.

A Case Review can be submitted through the following approaches:

- Bury Council: <https://www.bury.gov.uk/index.aspx?articleid=11362>
- GMP by calling 101.

Bury Council along with our partners in the Community Safety Partnership have agreed that the threshold for activating a Case Review will be:

- Three separate incidents have been reported in the last 6 months to the police, Bury Council, or social landlord.
- The last report was within one month of the date of the trigger application.

The definition of ASB in this context is behaviour causing harassment, alarm or distress to a member or members of the public. When deciding whether the threshold is met, agencies should consider the cumulative effect of the incidents and consider the harm or potential harm caused to the victim, rather than rigidly deciding whether each incident reached the level of harassment, alarm, or distress.

The activation of a Case Review will be primarily responded to through the ASB Manager. If they are directly involved in the previous cases, then the co-ordination of the review will be overseen by the Community Safety Manager.

A multiagency meeting will be convened with appropriate representation from across the Team Bury Community Safety Partnership with a specific focus on place-based colleagues from the specific neighbourhood in question. Attendees will be drawn from the following teams:

- ASB Neighbourhood Caseworker
- GMP Neighbourhood Inspector
- Broader Housing representatives if perpetrators or victims' tenants of a housing association
- Children's Early Help Neighbourhood lead
- Beacon Service link worker.

The Review Panel will determine a co-ordinated and phased action plan, with agreed review points. The *ASB Crime and Policing Act 2014*, places a duty on the relevant bodies to respond to the victim at points in the Case Review process:

- The decision as to whether the threshold is met.
- The outcome of the review, and
- Any recommendations or actions agreed, as an outcome of the review.

Outcomes and an overview of any Reviews will be considered by the Tackling Crime and ASB sub-group of the Community Safety Partnership to determine key learning points and to task Public Service Leadership Teams of any further actions to address place-based vulnerabilities.

5. OTHER INFORMATION

5.1 PUBLICITY

Publicity is an essential part of tackling ASB in terms of:

- Reassuring the community that Bury Council and partners work together and take reports of ASB seriously.
- Reassuring complainants, witnesses, and the wider community that successful action has been taken to tackle ASB.
- Publishing individual cases so that breaches of orders obtained can be reported to the relevant organisation.
- Making it clear to perpetrators that Bury Council will not tolerate ASB and will take action to protect others.

In circumstances when a Court has not imposed reporting restrictions, and Bury Council considers it to be necessary and proportionate, a press release or other publicity material, such as an information leaflet, may be issued when the following orders have been granted or a Notice has been served. Bury Council may also issue a press release if the Court finds that any of these orders / Notice has been breached:

- Final Injunction Order
- Final Criminal Behaviour Order
- Closure Order
- ASB Possession Order
- Community Protection Notice

The press release will be factual and may give the name, age, and address of the individual against whom the order has been made or the breach occurred, the ASB they have been involved in and the terms of any order or sentence. Bury Council may also engage in other media coverage as deemed to be appropriate.

5.2 INFORMATION SHARING AND CONFIDENTIALITY

Bury Council understands that some residents may be concerned about reporting anti-social behaviour because they fear their identity may be disclosed to the person they are reporting. As a general principle, the Council will not reveal the identity of a complainant to an alleged perpetrator without the complainant's knowledge and consent unless required to do so by law, court process or where there is an overriding safeguarding concern. Wherever possible, investigations will be conducted in a manner that protects complainant confidentiality whilst still enabling the Council and its partners to investigate allegations fairly and effectively.

We will treat all information received with the strictest confidence and will take reasonable steps to protect the identity of complainants and witnesses wherever possible. In the first instance the best interest and wishes of the complainant will drive the actions we take. It is important to understand that in certain circumstances we may have a legal obligation to

share relevant information with other statutory agencies e.g. if there is a serious safeguarding concern.

If we consider it important to access specific information from independent professionals in order to assess how we deal with a case we will ask the complainant for their written consent to do so, unless there is an urgent overriding safeguarding concern involving a risk of harm to either the complainant or another person.

ASB information is recorded on a secure case management system and case files are stored securely. Data is held in accordance with Bury Council 's data retention and destruction schedule.

We have a duty to share information with relevant agencies as defined in the Crime and Disorder Act 1998. We will share information with accordance to the Data Protection Act 1998 and data sharing principles.

5.3 TRAINING AND SERVICE DEVELOPMENT

Bury Council is committed to continually reviewing the service we provide so that we can identify and share practice and identify any service improvements.

Our performance is monitored through a range of indicators including number and types of cases, customer response times and the types of informal and formal ASB actions. We have recently introduced a customer survey which we will undertake with ASB complainants and consult with residents before making any significant changes to Council services.

We report quarterly to our Community Safety Lead and provide reports to our Communities Scrutiny Committee and Community Safety Partnership Board. Reports to our Communities Scrutiny Committee are available to the public to access at Bury Town Hall and on Bury Council 's website.

5.4 AVAILABILITY OF THE ASB POLICY AND PROCEDURES STATEMENT

A copy of this ASB Policy can be found on Bury Council 's website <https://www.bury.gov.uk>

Please contact the ASB Team if you require a translated copy of the Statement and Summary or a copy in an alternative format (i.e., Braille and large print).

5.5 REVIEW OF POLICY AND PROCEDURES

This policy and procedures statement will be reviewed periodically or in line with changes in relevant legislation.

5.6 COMMENTS AND COMPLAINTS

The Council's ASB Team will endeavour to complete a short survey with every complainant or witness to check they are satisfied with the service they have received. The manager will be made aware of any circumstances when the feedback received is not satisfactory (see Appendix Two).

Complaints can be made using the appropriate links below.

Bury Council - [Complaints about most council services - Bury Council](#)
GMP - [Complaints | Greater Manchester Police \(gmp.police.uk\)](#)

Please note that concerns about ASB related to Gypsy and Traveller encampments please refer to [Unauthorised gypsy and traveller encampments - Bury Council](#) for further guidance and information.

6. APPENDIX ONE: CUSTOMER SATISFACTION SURVEY

ANTI-SOCIAL BEHAVIOUR CASEWORK INVESTIGATIONS

Anti-Social Behaviour Customer Satisfaction Survey

Q1. How was the communication between you and the Investigating Officer at Bury Council?

Poor 1 2 3 4 5 6 7 8 9 10 Outstanding

Q2. Are you happy with the outcome of your complaint?

Poor 1 2 3 4 5 6 7 8 9 10 Outstanding

Q3. How would you rate the customer service provided?

Poor 1 2 3 4 5 6 7 8 9 10 Outstanding

Q4. Was your complaint resolved? YES / NO (if no, please provide details)

Additional information

Q5. How did you rate the investigation process?

Poor 1 2 3 4 5 6 7 8 9 10 Outstanding

Q6. Did you contact any other agency? YES /NO (if YES, who?)

Q6a. Was your complaint handled better by this agency? YES / NO

Additional information

Q7. Would you contact the Bury Council in the future? YES / NO (if no, please give details)

Additional information

Q8. Please give any more details that could help us improve our service in the future. Also, any opinions or thoughts that you want to share that we can take note and learn from in the future.

Please return to ASB TEAM – asb.caseworkers@bury.gov.uk or by post TOWN HALL,
KNOWSLEY STREET, BURY, BL9 0SW

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	Review and amendments to Bury Council's Housing Allocations Policy	
Report of	Cabinet Member for Housing Services	

Summary

1. The council is required under Section 166A of the Housing Act 1996 to have an allocations policy for determining the priorities and procedures to be followed in allocating housing accommodation.
2. The council last reviewed it in September 2024 and following consultation published the Allocations Policy in May 2025. The policy states it will be reviewed every year or earlier if new legislation requires major amendments to be made.
3. We have reviewed the Allocations Policy and propose two minor changes;
 - a. The policy makes no provision for retiring service tenants whose accommodation is a condition of their employment and who will lose their service accommodation on retirement. The paper proposes amending the Allocations Policy to take account of such circumstances so that retiring service tenants can be rehoused by the council through a direct let.
 - b. The policy as currently drafted only allows direct lets at the discretion of the Director of Housing in limited circumstances. It is proposed that the policy is amended to enable the Director of Housing to have discretion to make direct lets in any circumstance consistent with the law and policy aims.
4. No further changes are proposed as part of the review save for minor non-material grammatical corrections.

Recommendation(s)

5. It is recommended that Cabinet approve proposed the amendments to the Allocations policy.

Reasons for recommendation(s)

6. The council has properties it lets to employees such as caretakers or park wardens as part of their employment contract. When these employees retire they lose their service tenancy and are at risk of becoming homeless. In order to prevent them becoming homeless and to ensure they enjoy a planned rehousing move it is recommended that the Allocations Policy is amended to allow for a direct let to a council tenancy at the point of retirement.
7. The policy should reserve discretion to the Director of Housing make direct lets in such circumstances she considers necessary subject to the law and aims of the policy. Such lettings should be very few in number and will not affect overall compliance with the law.

Alternative options considered and rejected

8. Do nothing and not amend the Allocations Policy. This option has been rejected as it would leave long standing employees at risk of homelessness and will avoid the Director of Housing having to seek cabinet approval for individual direct lettings under the policy.

Report Author and Contact Details:

Name: Sian Grant

Position: Director of Housing

Department: Corporate Core

E-mail: sian.grant@bury.gov.uk

Background

9. The Council is required under Section 166A of the Housing Act 1996 to have an allocation policy for determining the priorities and procedure to be followed in allocating housing accommodation. It must also publish details of the process, eligibility criteria and the key factors that will be considered when determining applications.
10. The Allocations Policy must comply with the statutory framework set out in Part 6 Housing Act 1996 (as amended) and provides a consistent approach to dealing with the housing needs and aspirations of the local population. The council also understands that a small number of people have complex needs and so the policy allows for some management discretion to achieve positive outcomes for those individuals who do not easily fit the mainstream.
11. The council carried out a full review of its Allocations Policy in 2024 and the draft for consultation was signed off by Cabinet at its meeting on 4th September 2024. Cabinet also delegated any post consultation amendments to the Cabinet member for Housing in consultation with the Director of Law and Governance. Following consultation, the Allocations Policy was published in May 2025.

Allocations policy aims and objectives

12. The general aim of the policy is to assist as many people as possible into settled accommodation by offering applicants a choice of quality housing, whilst continuing to give reasonable preference of those in the most urgent housing need.
13. The objectives of the policy are;
 - Meet housing need and support the most vulnerable
 - Create sustainable tenancies
 - Balance housing needs as far as possible with customer aspirations
 - Make best use of the Council's housing stock
 - Make best use of the Council's nominations rights to housing associations/ private registered provider properties
 - Ensure a quality lettings service that embraces equality and diversity
14. Demand for social housing continues to outstrip the number of properties available and it is up to the council to ensure that there remains fair and equitable access to what has become a scarce resource. The law requires the council to give 'reasonable preference' to certain groups of people, and this is reflected in the policy.
15. At the end of March 2026, we had 2052 applicants on the housing register. The breakdown of their housing need by bedroom is shown in the table below. The table also shows the average waiting time in days for each property size.

Bedroom requirement	Number of applicants as at 31 st March 2026	Average waiting time in days as at 31 st March 2026
One bed	1040	449
Two bed	517	624
Three bed	415	754
Four bed	72	693
More than four beds	14	1199
Total	2052	

16. The table below shows the number of people on the housing register in each band.

Band	Number of applicants at 31 st March 2026
Band 1	347
Band 2	470

Band 3	625
Band 4	418
Band 5	192
Total	2052

17. In 2025/26 we allocated 567 properties. The table below shows the number of properties advertised on choice based lettings;

Bedroom size	Advertised
One bed	223
Two bed	171
Three bed	35
Four bed	0
More than four beds	0
	429

18. We also approved 138 direct lets, 95 of which were made to applicants in band 1. Direct lets made up 24% of all lets. A breakdown of the reasons for direct lets is shown below;

- 57 Homeless applicants
- 45 Managed moves
- 36 Care leavers

19. 36% of allocations were to applicants in band one in 2025/26 showing that a significant proportion of available homes need to be prioritised to meet statutory duties.

Allocating properties and direct let

20. The Allocations Policy applies to all available homes for let which are owned by the Council and housing associations that are subject to Council nomination rights. Most properties are allocated through the Council's choice based lettings scheme. The policy also recognises that there may be some exceptional circumstances that are not suitable for Choice Based Lettings. In these instances the Director of Housing is authorised to let a property directly based on the merits of the case.

21. The circumstances where a direct let may be appropriate are set out in section 7 of the Allocations Policy. These are;

- The safeguarding and protection of applicants and existing tenants for reasons of domestic violence, harassment or hate crime or where Multi Agency Protection Arrangement (MAPPA) or National Witness Mobility Scheme has recommended that an applicant should not bid for fear of being identified.

- The accommodation of applicants who present with complex needs.
 - Households recommended for, or subject to, A Family Intervention Tenancy (FIT).
 - Applicants that have been under occupying and requiring rehousing to a smaller property due to hardship or affordability issues.
 - Allocating homeless households to temporary accommodation through the Housing Options Service.
 - Applicants requiring specially adapted properties.
 - Rehousing tenants who are vacating a specially adapted property or large family homes in favour of an applicant on the Housing Register to whom the property is more suited.
 - Retirement living accommodation, in extra care units or properties designated for elderly applicants.
 - Civil contingency emergencies, meeting the Council's obligations (such as refugee crisis) and the allocation of properties that fail to attract bids.
22. In reviewing the Allocations Policy, it has been identified that the policy makes no provision to enable a direct let for retiring service tenants whose accommodation is a condition of their employment and who will lose their service accommodation on retirement.
23. It is proposed to add an additional provision to the list above that states;
- Retiring service tenants whose current accommodation is a condition of their contract of employment and who will lose their accommodation when they retire.
24. The review of the policy also highlighted that the current policy does not allow for direct lets at the discretion of the Director of Housing outside the list above. It is proposed to add the following amendment to the Section 7 of the policy. The proposed text is in bold italics;
- 'The council reserves the power to make as many direct let offers as it thinks fit to meet the needs outlined above, ***and in other similar circumstances at the discretion of the Director of Housing.*** The council will, however, ensure that the number of offers under direct lets remains a fraction of the total lettings. The majority of properties will continue to be let through Choice Based Lettings.'
25. The rest of the Allocations Policy remains unchanged.

Minor change not requiring consultation

26. There are consultation requirements in s.166A(13) and s.168(3) of the Housing Act 1996 but these only apply where an allocation policy is amended to reflect a major change of policy. The proposed amendments do not alter

the scheme's fundamental priorities, materially affect applicants' relative priority, or introduce significant procedural changes. Accordingly, they do not constitute a major change of policy and the statutory consultation requirements are not engaged

Links with the Corporate Priorities:

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

27. The Allocations Policy main aim is to assist as many people as possible into settled accommodation by offering applicants a choice of quality housing, whilst continuing to give reasonable preference of those in the most urgent housing need. The policy links to the Let's do It Strategy through supporting;

Local – supporting local residents into permeant sustainable accommodation whilst balancing housing needs with resident aspirations.

Enterprise – making the best use of the social housing stock in the brough.

Together - Ensure a quality lettings service that embraces equality and diversity

Stengths – though choice based lettings, empowering households by providing transparency and choice on the properties available.

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. Sign off to be completed by the Council's Equality, Diversity and Inclusion (EDI) Manager (contact l.cawley@bury.gov.uk for advice).*

28. The current policy was equality impact assessed when it was first introduced with no equality concerns identified. The proposed changes in this report do not materially change the policy in terms of equalities and the initial assessment remains live and relevant. The application of the policy is continually monitored for equalities considerations and will continue to be so
-

Environmental Impact and Considerations:

*Please provide an explanation of the Environmental impact of this decision. Please include the impact on both **Carbon emissions** (contact climate@bury.gov.uk for*

advice) and **Biodiversity** (contact S.Tinsley@bury.gov.uk and Dennis.whittle@bury.gov.uk for advice)

29.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
By not making the amendment there is a risk that on retirement service tenants will become homeless.	Put in place provisions within the Allocations Policy to plan for termination of a service tenancy to prevent homelessness including ability to make a direct let.

Procurement Implications:

To be completed by the Council's Procurement Team.

30.

Legal Implications:

To be completed by the Council's Monitoring Officer.

31. The council is required under Section 166A of the Housing Act 1996 to have an allocations policy for determining the priorities and procedures to be followed in allocating housing accommodation.

The proposed changes set out in this report are lawful insofar as compliance with the statutory framework being Part 6 Housing Act 1996 (as amended).

The change to provide explicitly for the rehousing of retired Council service tenants of tied accommodation (e.g. gardeners at park lodges) updates the allocation policy to correct an omission which presented operational challenges in these scenarios. The change was flagged as necessary by Legal Services.

The change to expand the Director of Housing's discretion to make direct offers of tenancies was flagged as necessary by Legal Services because the current drafting can be interpreted as being restricted to the scenario examples listed in the policy. The Director of Housing needs to be able to exercise her discretion as widely as the statutory framework will allow. Cabinet and applicants for rehousing should be assured that the Director of Housing's discretion is circumscribed by the statutory framework and terms of the policy.

Both changes reflect common practice across Local Housing Authorities.

Legal Services also advised on whether a statutory consultation with Registered Providers would be required and advised that the requirement is not engaged for the reasons set out in the report.

Financial Implications:

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

32.

Appendices:

Please list any appended documents (please save these as clearly labelled separate documents in the Teams folder).

Appendix one – proposed amended Allocations Policy with track changes showing proposed amendments for approval.

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



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	Northern Gateway Western Access scheme: Stage 3 Contract Sum, External Professional Team Contract Extension, and Acceptance of Investment Zone Grant Funding.	
Report of	Leader	

Summary

1. **Stage 3 Contract Sum:** In December 2025 Cabinet approved the delegation of a final contract sum of £2,830,403 covering the finalisation of the Western Access scheme's Stage 2b pre-construction works, and the finalisation of the Main Pre-Construction and Construction Contract (NEC4 ECC Option C X22 contract) to the Director of Law and Democratic Services in consultation with the Executive Director of Place and Director of Finance and the Council Leader and Cabinet Member for Strategic Growth.
2. Balfour Beatty Civil Engineering Ltd (Western Access scheme main construction contractor) is now nearing completion of the Stage 2b initial pre-construction activities. These include finalising the scheme Outline Business Case (OBC), preparing preliminary designs and facilitating associated public consultations which are currently being planned to take place during November, preparing Pre-application Planning Application, and planning a comprehensive programme of on / off site surveys. These Stage 2b activities are due to be completed in early 2027 following which the remaining Pre-Construction work packages will then be undertaken by Balfour Beatty (and its Design Partner Sweco UK Limited) during Stage 3 (ie. Full Business Case, Detailed Designs/ technical designs).
3. In advance of the above, to maintain project continuity and avoid any programme delays, in line with the approval and contractual process previously undertaken at Stage 2b above, Balfour Beatty has now prepared its Stage 3 (Full Business Case/ Detailed Design) provisional maximum, contract sum, which Cabinet's delegated approval is now being sought.
4. **External Professional Team Contract Extension:** On 12th February 2025, Cabinet was notified of the procurement and appointment of a multi-disciplinary external project management team, Bentley Project Management (UK) Limited (Company number 08482170), to support the Council's delivery of the Northern Gateway Western Access scheme. This procurement and appointment encompass the full pre-construction stage project life cycle (ie. Stage 2/ Outline Business Case and Stage 3/ Full Business Case), covering the core services being provided by Bentley Project Management (UK) Limited, including external project and contract management, and cost

consultancy advice and support. This pre-construction appointment was formalised utilising an NEC 4 Professional Services Contract (PSC) which was finalised and signed on 7th March 2025 with Bentley Project Management.

5. In January 2026, due to scheme prolongation at Stage 2b, approval was received via an Officer Delegation Scheme to amend the existing PSC with Bentley Project Management (UK) Limited. This amendment reflected the extended Stage 2b/ OBC programme duration to the end October 2026; ensuring the PSC continues to remain fully aligned with the overall scheme pre-construction programme.
6. Cabinet approval is now being sought for the approval of the Bentley Project Management (UK) Limited contract sum covering the continuation of their pre-construction, professional services during the remaining Stage 2b period as activities are finalised and also during Stage 3 of the pre-construction period (ie. Full Business Case/ Detailed Design). This is because the cumulative value of the PSC contract sum now requires a Key Decision.
7. **Investment Zone (IZ) Grant Funding:** Cabinet previously accepted the initial tranche of IZ grant funding in November 2024. In respect of this initial funding (£800k revenue grant), a Grant Funding Agreement was signed between the Council and the Greater Manchester Combined Authority (GMCA) in February 2025, and subsequent to this, a Deed of Variation was also signed in September 2025 with regard to the receipt of a second tranche of IZ grant (£700k revenue grant).
8. An updated Grant Funding Agreement has now been agreed between the Council and GMCA covering the final tranche of IZ grant funding (£8.5M capital grant) allocated to the scheme. This report now seeks Cabinet's acceptance of the remaining £8.5 million of IZ grant funding as part of the Council's Capital Programme. The £8.5M grant will cover pre-construction scheme costs in line with the scheme cash flow, including Balfour Beatty's Stage 3 contract sum and Bentley Project Management (UK) Limited's professional fees during the remainder of Stage 2B and Stage 3.
9. In line with the above summary and as detailed in the main body of this report, Cabinet approval of the following recommendations is now sought:

Recommendation(s)

10. It is recommended that Cabinet:
 - a. Delegate final acceptance of Balfour Beatty Civil Engineering Ltd Stage 3 contract sum, up to a provisional maximum of £3,129,915, covering the finalisation of the Detailed Design/ Full Business Case stage work packages (Stage 3), to the Director of Law and Democratic Services in consultation with the Executive Director of Place and Director of Finance and the Leader.

- b. Approve the Bentley Project Management (UK) Limited contract sum of £423,000 covering the remaining Pre-Construction Stages of the scheme (finalisation of Stage 2b Outline Business Case/ Preliminary Design stage, and Stage 3 Full Business Case/ Detailed Design stage).
- c. Acceptance of the remaining £8.5 million of Investment Zone capital grant funding allocated to the Western Access scheme, for inclusion in the Council's Capital Programme.

Reasons for recommendation(s)

1. The Western Access scheme (Pilsworth Road Corridor Improvements) is a cross-boundary scheme with Rochdale Council, and will provide the necessary off-site, highway and transportation infrastructure required to access the early development phases of the Northern Gateway Investment Zone (IZ) site (JPA 1.1 allocation). The construction of the Western Access scheme will create the potential capacity to unlock up to 600,000 sqm of employment generating uses and support the creation of high quality, employment floor space, including space within the advanced manufacturing and foundational sectors.
2. The completion of on-going Stage 2b activities to finalise the Outline Business Case (OBC) for the Western Access scheme will result in a preferred option for the scheme being identified and associated Preliminary Designs and an updated scheme budget estimate being prepared. Importantly, the OBC will also provide the robust strategic, economic, commercial and financial cases for the scheme. This in turn will provide the firm foundation for the development of the subsequent Stage 3 Full Business Case (FBC), which will confirm detailed designs and costings.
3. Investment Zone (IZ) year one revenue grant funding was allocated to the Western Access scheme from 1st April 2024. Following Cabinet's approval of the Grant Funding Agreement (GFA) in November 2024, the Year One grant (£800,000) has already been released. In September 2025, the GMCA and Council also signed a Deed of Variation to the original GFA that released the Year 2 revenue grant (£500,000) and an advanced payment of the Year 3 revenue grant (£200,000). The GFA covering the remaining £8.5M balance of IZ capital grant has also now been agreed between the Council and GMCA and provides sufficient budget to cover the remaining costs associated with the finalisation of the Western Access scheme Stage 2B activities (OBC/ Preliminary Designs) and the subsequent Stage 3 activities (FBC / Detailed Design) in line with the project cash flow. These costs include the Balfour Beatty Civil Engineering Ltd Stage 3 contract sum and the associated Bentley Project Management (UK) Limited contract sum covering their professional services during the remainder of Stage 2b and Stage 3.

4. There continues to be an urgent need to swiftly and flexibly progress the development of the Western Access scheme to meet the challenging grant funding milestone deadlines which are attached to the release of the IZ grant. These GFA milestones include the finalisation of the Western Access scheme's preliminary designs by early 2027, and production of the scheme detailed/ technical designs and costings during 2028. The approval of the Balfour Beatty Stage 3 provisional maximum, contract sum and external professional team (Bentley Project Management (UK) Limited) costs covering the remainder of Stage 2b and Stage 3, will help maintain scheme continuity and progress in line with GFA milestones and overall scheme programme. The continuation of these activities and services by the main contractor and the external professional team in line with their existing procurements and associated respective contracts, will also ensure the continued provision of the necessary resources and technical skills which the Council does not possess internally, to deliver these time critical remaining stages of the scheme's pre-construction phase.
5. The IZ funding has been allocated from 1st April 2024, with a revised spend output of summer 2030 in line with the Grant Funding Agreement scheme construction completion milestone, there is a need to move projects forward swiftly and flexibly to respond to these funding opportunities. The remaining balance of £8.5 million capital grant has now been made available to Bury Council and is required to be accepted for inclusion in the Council's capital programme.

Alternative options considered and rejected

6. Delaying the approval of the Balfour Beatty Stage 3 provisional maximum, Contract Sum will in turn delay the finalisation of the Western Access scheme Full Business Case (FBC), and production of associated detailed/ technical designs and costings. Consequently, this will delay the start of the construction delivery (Stage 4), which under the grant funding requirements should commence by autumn 2028 and be completed by summer 2030. Non-compliance with funding requirements and associated GFA milestones would present a significant risk to the receipt of Investment Zone grant funding.
7. That the recommendations are not approved, and the Bentley Project Management (UK) Limited contract sum covering the finalisation of Stage 2b and Stage 3 is not approved. This would jeopardise the delivery of the Western Access scheme OBC, Preliminary Designs, FBC and Detailed Designs, which would impact on the delivery of the early phases of the Northern Gateway site development. The delivery of the Western Access scheme is critical to providing the necessary highway capacity and associated sustainable transportation improvements required to unlock the initial phases of Northern Gateway for a national-scale employment opportunity.

8. Continuing with the existing contractual arrangements provides best value and maintains programme certainty. Re-procurement at this stage would result in significant delay, increased mobilisation costs, duplication of design and business case activities, loss of scheme knowledge and a substantial risk to achievement of Investment Zone funding milestones.
9. That the recommendations are not approved, and the remaining £8.5 million Investment Zone revenue grant funding is not fully utilised, with the funding being reallocated elsewhere in Greater Manchester. This presents a high risk to the delivery of the Places for Everyone joint development plan and specifically, the delivery of the Western Access scheme and the Northern Gateway Investment Zone (JPA1.1 allocation).
10. Delaying the delivery of the Western Access scheme would erode confidence in the Council's ability to deliver a key strategic priority for both Bury Council and its strategic partners, including Rochdale Borough Council, Greater Manchester Combined Authority, Transport for Greater Manchester and National Highways. Delaying the delivery of the Western Access scheme would undermine supporting the delivery of a number of major, corporate strategies and Team Bury initiatives including the Council's 'Let's Do It' Vision and Strategy, Northern Gateway Strategic Development Vision, Atom Valley MDZ Vision and emergent Mayoral Development Corporation, Northern Gateway Development Framework (supplementary planning document), Bury's Economic Strategy, the emergent Greater Manchester Transport Strategy, amongst others.

Report Author and Contact Details:

Name: Richard Spensley / Elena Fox

Position: Major Projects Manager / Major Projects Delivery Officer

Department: Place

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Background

11. **Main Construction Contractor:** Balfour Beatty Civil Engineering Ltd was originally appointed through the SCAPE Civil Engineering Framework (Scape Procure Limited registered number 09955814) following a compliant framework call-off procedure. The Stage 3 activities form part of the original scope of services procured and are delivered through the existing NEC4 ECC Option C X22 contract arrangements. The original procurement was undertaken under the Public Contracts Regulations 2015 which was applicable at the time of procurement. On 12th February 2025, Cabinet approved the appointment of Balfour Beatty Civil Engineering Ltd as the Western Access scheme's Main Construction Contractor, including

undertaking Pre Construction stage work packages required to progress the Western Access scheme's business case and associated designs. In line with this Cabinet approval and to meet the strict timeframes and requirements of the Western Access scheme Investment Zone Grant Funding Agreement that was approved by Cabinet at its November 2024 meeting, an initial Pre-Construction Services Contract (NEC4 PSC) was subsequently finalised and sealed by the Council and Balfour Beatty on 6th May 2025. The initial PSC contract specifically covered Balfour Beatty undertaking Stage 2A activities including design optioneering and preparation of a draft Outline Business Case (OBC).

12. The initial PSC contract was superseded on 18th March 2026 when the Main Pre-Construction and Construction Contract (NEC 4 ECC Option C X22 contract) was signed between the Council and Balfour Beatty. This followed Cabinet's earlier delegated approval on 3rd December 2025 to approve the finalisation of the Main Contract and also the acceptance of a final contract sum, up to a provisional maximum of £2,830,403, covering the finalisation of the Outline Business Case (OBC), preparation of scheme preliminary designs and associated activities required to be undertaken during Stage 2b. These include planning and facilitating public consultations anticipated to take place during November 2026 when the draft preliminary designs will be publicly shared and feedback received. The public consultations will encompass in person and on-line communications and are important in terms of helping to further shape and inform the scheme design development. In advance of the planned public consultations, a comprehensive set of briefings will also be held during October/ early November with elected members in both Bury and Rochdale Districts, as well as representatives of key public stakeholders including Northern Gateway/ MDC.
13. The delivery of the Stage 2b work packages by Balfour Beatty (and its Design Partner, Sweco UK Limited) has progressed at pace and the scheme OBC and associated preliminary designs are now forecast to be completed by early 2027. In anticipation of this taking place, to ensure programme continuity and to avoid programme delays with moving seamlessly into the next phase of the Pre-Construction programme (Stage 3 Full Business Case, Detailed Design development), Balfour Beatty has now prepared its provisional maximum, contract price for undertaking the Stage 3 work packages.
14. As with the previous Cabinet report delegated approval on 3rd December 2025 regarding the earlier Stage 2b provisional maximum, contract sum, the current report now seeks Cabinet's approval to delegate final acceptance of the Balfour Beatty Civil Engineering Ltd Stage 3 contract sum, up to a provisional maximum of £3,129,915, covering the finalisation of the Detailed Design/ Full Business Case stage work packages (Stage 3), to the Director of Law and Democratic Services in consultation with the Executive Director of Place and Director of Finance and the Cabinet Member for Regeneration and Growth.
15. To minimise the Council's commercial risk, the Main Pre-construction and Construction stage (Design & Build) contract that is already in place, continues to include break clauses that would allow the Council to terminate

the contract without incurring any contract penalties if, in the unlikely event, scheme circumstances were to change (eg. if grant funding was no longer made available in future years), or if for example, the contractor and / or its multi-disciplinary team, were to fail satisfying key performance indicators as specified in the contract particulars. Contractual performance is monitored through monthly project review meetings, programme monitoring, risk review, cost reporting and NEC contract management mechanisms.

16. An additional mitigation that will further minimise the potential of any commercial risk to the Council, is the continued use of the NEC4 Option C contract form which was previously chosen for the Main Contract. Option C is a risk sharing contract mechanism whereby any cost savings and importantly any potential cost overruns are shared between the Main Contractor and the Council according to pre-agreed proportions as set out in the SCAPE Framework. These pre-agreed proportions favour the Council and, in this regard, Option C acts as a mechanism that incentivises the Main Contractor to avoid any cost overruns for which it will be commercially penalised.
17. The scheme's Clause 32 Pre-Construction programme 'high level look ahead' which has been produced by Balfour Beatty currently forecasts that Stage 3 work packages to finalise the Full Business Case (FBC) and the associated Detailed Designs (RIBA Stage 4 technical designs) are anticipated to commence during the first half of 2027. In line with the above, this Cabinet report seeks the delegated approval of the final acceptance of a final contract sum up covering the next stage of the Pre-construction period (Stage 3) to a provisional maximum of £3,129,915 covering the finalisation of the FBC / RIBA 4 Detailed Design work packages.
18. **External Professional Team:** As previously noted in the Cabinet report on 12th February 2025, Bentley Project Management (UK) Limited was procured by the Council and named as preferred bidder on 20th January 2025 following a competitive tender exercise utilising the Procure Partnerships Procurement Framework (North West Professional Consultancy Services LOT). The original procurement was undertaken under the Public Contracts Regulations 2015 which was applicable at the time of procurement. The tender exercise to appoint an External Professional Consultant Team to provide technical advice and assistance to the Council project team during the full Pre-construction stage life cycle (ie. OBC/ Prelim Design Stage 2 and FBC/ Detailed Design Stage 3), was undertaken in full compliance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015 (PCR 2015), and with the full support and endorsement of the Council's Corporate Procurement service.
19. The scope of the External Professional Team services which were procured utilising the Procure Partnerships Framework cover the following core activities across Pre-Construction Stages 2 and 3:
 - Contract Administration including:
 - Day to day administration of contract mechanisms;

- Advising the Client as pre-construction stage and construction stage contracts are scoped, prepared, negotiated and finalised with the main Construction Contractor.
 - Cost Consultancy including:
 - Preparing monthly cost plan reports and cash flow (supporting Western Access scheme budget monitoring, Funding Strategy);
 - Contract administration duties inc. assessing, validating monthly NEC 4 ECC payment claims from the main contractor
 - Providing cost assurance – checking / validating pre-construction and construction cost estimates provided by Contractor during OBC / Preliminary Designs (Stage 2) and FBC / Detailed Designs (Stage 3) and assessing tender prices provided by the main Contractor / supply chain covering the main construction works packages (Stage 4), including producing a tender report for the Council.
 - Business Case including:
 - Assuring draft business case iterations produced by main Contractor to ensure compliance with HM Treasury Green Book process (and Client OBC / Preliminary Design and FBC / Detailed Design briefs)
 - Producing specific business case elements that will feed into the main OBC and FBC inc:
 - Co-ordinating / leading Quantifiable Risk Assessment (QRA)
 - Developing Procurement Strategy / Management Case
 - Inputting into the preparation of other business case elements as required, including any which may be determined during the initial OBC Feasibility Study stage with the main Contractor.
 - Commercial including:
 - Advising and inputting into the preparation of the Western Access scheme Funding Strategy
20. The contract that is in place with the External Professional Team (Bentley Project Management (UK) Limited) utilises a pre-construction contract form of agreement, namely the NEC4 Professional Services Contract, which encompasses the full duration of the Western Access scheme's pre-construction stage (ie. Stage 2 OBC / Preliminary Designs, and subsequent Stage 3 FBC / Detailed/ Technical Designs). Importantly, this pre-construction contract includes break clauses to protect the commercial interests / minimise commercial risk for the Council (eg. in the unlikely event of consultant team underperformance, withdrawal of external grant funding, changes to scheme circumstances etc). Contractual performance is monitored through monthly project review meetings, programme monitoring, risk review, cost reporting and NEC contract management mechanisms.
21. In January 2026, due to scheme prolongation at Stage 2b, approval was received via an Officer Delegation Scheme to amend the existing PSC with Bentley Project Management (UK) Limited. This amendment reflected the extended Stage 2b/ OBC programme duration to the end October 2026; thereby ensuring the PSC continues to remain fully aligned with the overall

scheme Pre-construction programme. The NEC4 Professional Services Contract includes provisions allowing adjustment to programme duration where required. The amendment did not materially alter the nature of the original procurement and remains within the scope of services competitively procured through the Procure Partnerships Framework. The amendment reflected programme prolongation and continuation of previously procured services rather than the procurement of new services.

22. Cabinet approval is now being sought for the approval of Bentley Project Management (UK) Limited contract sum covering the continuation of their professional services during the remaining Stage 2b period beyond the end of October 2026 as Stage 2b activities are finalised. This contract sum also covers the subsequent Stage 3 (ie. Full Business Case/ Detailed Design) concluding the scheme's Pre-Construction Period. This contract sum is based on the Bentley Project Management (UK) Limited competitively tendered fee rates as set out in the Procure Partnerships Procurement Framework (North West Professional Consultancy Services LOT) in full compliance with the original tender procurement exercise. The NEC4 Professional Services Contract includes provisions allowing adjustment to programme duration where required. The proposed amendment does not materially alter the nature of the original procurement and remains within the scope of services competitively procured through the Procure Partnerships Framework. The amendment reflects programme prolongation and continuation of previously procured services rather than the procurement of new services.
23. Cabinet approval is required to approve the contract sum for the continued provision of Bentley Project Management (UK) Limited's professional services during the finalisation of Stage 2b and during Stage 3. This is because the cumulative value of the PSC contract sum will now require a Key Decision.
24. **Investment Zone (IZ) Grant Funding Agreement:** Bury Council is the accountable body for the IZ funding allocated by GMCA to the delivery of the Western Access scheme and is utilising this grant funding to procure and deliver the required cross boundary highway works and services on behalf of both Bury and Rochdale Councils.
25. Northern Gateway has been allocated £10m over a 5-year period from 2024/25 to advance the delivery of the Western Access project - a local highway scheme spanning the Districts of Bury and Rochdale, which will create additional capacity and improved flow on the local and strategic highway and see the introduction of active travel and public transport measures. The Western Access project has a critical interface with M66 J3 and work is ongoing with National Highways in respect of integrating the Western Access highway and transportation improvements where it interfaces with this key motorway junction.
26. An associated Grant Funding Agreement (GFA) has previously been signed between the GMCA and Bury Council (as the accountable body). The original

GFA covered the first-year tranche of £800k revenue grant allocation for 2024/25. Acceptance of this initial grant funding tranche was agreed at Bury Council's Cabinet meeting on 6th November 2024. As of Q3 FY 2025/26 the full £800k grant allocation has been expended. The second tranche of revenue grant allocation of £700k for 2025/26 was made available for Bury Council to draw down as necessary and a Deed of Variation to the original GFA was signed between the Council and GMCA during September 2025. Of the £700k, a balance of £214k was carried forward into FY26/27 and in line with the scheme cash flow, this amount was defrayed during Q1 FY 26/27. A new GFA has now been agreed with GMCA enabling the release of the final tranche of IZ capital grant (£8.5M).

27. Cabinet acceptance of the remaining £8.5 million of Investment Zone capital grant funding allocated to the Western Access scheme is now required for inclusion in the Council's Capital Programme. In line with the scheme cash flow, the £8.5M IZ grant will cover costs associated with the final Pre-construction stages, including the remaining Stage 2B and Stage 3 contract sums referred to in this Cabinet report for approval.

Links with the Corporate Priorities:

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

1. 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.
2. As Bury's largest employment allocation within the *Places for Everyone Plan*, Northern Gateway (JPA 1.1 Investment Zone site allocation) 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 Western Access scheme will create the necessary highway capacity and transportation improvements (including active travel / public transport) required to unlock the early phase delivery of the Northern Gateway Investment Zone site (JPA 1.1). By providing the catalyst for the development of the site this will support generating jobs for local people, enhancing opportunities for economic regeneration and providing links with existing and new communities.

Enterprise - The Northern Gateway 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 / multi-modal 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.

Strengths - The Northern Gateway 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 (multi-modal / active travel, public transport).

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. Sign off to be completed by the Council's Equality, Diversity and Inclusion (EDI) Manager (contact I.cawley@bury.gov.uk for advice).*

3. An Equality Impact Assessment concludes that scheme impacts are positive and will continue to be assessed as the project progresses.

Environmental Impact and Considerations:

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

4. Environmental impacts will continue to be assessed and monitored as project delivery (including environmental surveys and investigations) progresses during the on-going OBC / Preliminary Design (RIBA 3 planning stage) and will be in-line with existing Council policies. This includes assessments of Biodiversity Net Gain requirements and associated estimated costs during the current Stage 2B period, and Carbon Assessments currently being undertaken for the purposes of informing the scheme OBC. The Northern Gateway Development Framework will seek to meet policy requirements, including physical, social and environmental impacts including biodiversity net gain. The development of the Western Access scheme OBC / Preliminary

Designs (RIBA 3 planning designs) and subsequent FBC / Detailed RIBA 4 technical designs will be prepared within this policy context.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Reputational / Stakeholder Confidence in the ability of Bury Council to deliver objectives undermined	• Appointing expert / experienced Main Contractor, Design Partner and project delivery team, including External Professional Team • Effective project management structures and Northern Gateway/ MDC governance in place (inc. developer representatives, National Highways etc) • Appropriate contract documentation to be used, including secondary break clauses • Effective contract and cost / budget management, including scheme Cash Flow developed and monitored • Ongoing proactive approach to risk management • Funding, Stakeholder / Communication Strategies developing • Appropriate legal and procurement support in place
Delivery Site conditions / utilities – adverse / unforeseen site conditions and utilities requiring diverting / upgrading	• Site investigations, including as part of on-going OBC development • Utility searches • On going proactive engagement with utility companies
Design complexity – lack of clarity in objectives and operational requirements	• Early review of scheme SOBC (initial Feasibility Stage exercise completed, OBC optioneering undertaken, PWF progressed, Preliminary Designs developed) • On-going, proactive involvement with scheme partners inc. BC,

	RBC, National Highways, TfGM during pre-construction stages • Clear objectives setting (planning, highways / public transport operations, transport modelling, compliance etc) • Engagement and consultation
Supplier risk – availability of expert contractor/s; risk of contractor failure	• Agreed Procurement Strategy • Public Procurement Frameworks utilised (SCAPE, Procure Partnerships) to expedite procurement in full compliance with Council Procurement policy, inc. early contractor involvement, PSC and ECC contracts in place • Due diligence – transfer design risk to main contractor (Design & Build) • Established contract forms utilised, including break clauses • Effective contract administration • Option C risk sharing and commercial incentivisation mechanism included in the Main Contract
Permissions – delays securing planning, highways approvals	• Early, on-going involvement with Bury Council and Rochdale Council planning and highways teams to define requirements (planning applications, s278 agreement etc), agreed determination process. Cross boundary Working Group established. • Early, on-going involvement with National Highways (Western Access / M66 J3 interface) • Ensure planning strategy aligned with delivery strategy – scope and timing of JV planning application
Funding / Budget Project costs – risk that costs increase above projections	• IZ Grant Funding Agreement and Deed of Variation in place releasing Year 1 – 3 revenue grant funding • IZ GFA remaining years (£8.5M capital grant) in place • Scheme estimated costs continually under review (aligned to OBC / RIBA 3 design

	development / optioneering/ modelling/ sensitivity analysis) • Appropriate cost consultancy / cash flow modelling support • Appropriate Contingency and Risk allowances • Agreed competitively tendered Procurement Framework rates utilised • Funding Strategy under development (including claw back funding mechanisms) • Contract break clauses (including X22 mechanism) in place to minimise commercial risk to the Council

Procurement Implications:

5. As set out in the report

Legal Implications:

6. The recommendations relate to the continuation of the Council's existing contractual arrangements with Balfour Beatty Civil Engineering Limited and Bentley Project Management (UK) Limited to support the delivery of the Northern Gateway Western Access Scheme through the remaining pre-construction stages. Any contractual amendments or approvals required to implement the recommendations must be completed in accordance with the terms of the existing contracts, the Council's Constitution and Contract Procedure Rules.
7. The approval of the Stage 3 contract sum for Balfour Beatty Civil Engineering Limited will enable the continued development of the Full Business Case and detailed design. Approval of this expenditure does not commit the Council to proceeding to the construction phase, which will be subject to separate approvals and funding arrangements.
8. The additional contract sum in respect of Bentley Project Management (UK) Limited brings the total contract value above the Key Decision threshold and therefore requires Cabinet approval. Provided that any contract modification remains within the scope of the original procurement and contractual

arrangements, the proposed variation is capable of being lawfully implemented.

Financial Implications:

9. This report seeks approval for expenditure of £3,552,915 covering the provisional maximum Stage 3 cost for Balfour Beatty and the remainder of the Stage 2b and Stage 3 costs for Bentley Project Management (split £3,129,915 for Balfour Beatty and £423,000 for Bentley Project Management). This expenditure will be funded from the remaining £8,500,000 of Investment Zone (IZ) Grant funding, acceptance of which is also sought in this report.
10. In addition to the expenditure detailed above, there is forecast expenditure of £1,891,037 for Balfour Beatty's remaining stage 2b costs that will also need to be funded from the remaining IZ grant, plus any other associated costs such as legal fees and internal project management costs.
11. The forecast expenditure to August 2028, which is the estimated end of the Stage 3 process, is £7,165,272 (excludes any land assembly costs but includes the stage 2b and Stage 3 costs for Balfour Beatty and Bentley Project Management detailed above).
12. Any remaining IZ grant funding will be utilised during the construction phase of the project. £52,100,000 Good Growth Funding has been allocated by GMCA to cover this phase but is subject to approval of a Full Business Case and satisfaction of any other grant funding conditions. This funding will need to be secured before the notice to proceed can be signed with the contractor (Balfour Beatty) and a further report will be brought to Cabinet detailing the costs and funding sources.

Appendices:

Please list any appended documents (please save these as clearly labelled separate documents in the Teams folder).

Appendix 1: Northern Gateway PfE Adoption EqIA

Background papers:

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

Bury Cabinet Report – February 2025: [Northern Gateway - Western Access Scheme Pre-Construction Stage Contract Award v04.pdf](#)

Bury Cabinet Report – December 2025: [Northern Gateway Western Access Scheme.pdf](#)

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

Term	Meaning
RIBA	Royal Institute of British Architects (stages of development)
OBC	Outline Business Case
FBC	Full Business Case
NEC 4	New Engineering Contract series 4
PSC	Professional Service Contract
ECC	Engineering and Construction Contract (NEC4)
IZ	Investment Zone
PfE	Places for Everyone Plan
MDC	Mayoral Development Corporation (Atom Valley/ Northern Gateway)



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	New Persona Shareholder Agreement – PART A	
Report of	Cabinet Member for Adult Care, Health and Public Service Reform	

Summary

1. Persona Group Limited (Company number 10966300) (Persona) is a not-for-profit Local Authority Trading Company (LATCO) wholly owned by the Council set up to deliver a wide range of care and support services for older adults and people with learning disabilities. Its current contract with the Council was signed in April 2021 and has a ten-year term until 31st March 2031.
2. It provides supported living accommodation based services to people living with learning disabilities as well as shared lives, respite and day support.
3. For older adults it provides day care, respite and intermediate care.
4. It is rated Good by the CQC, is financially stable and has good employee relations, it is a real living wage provider and most recently acquired the Good Employment Charter. It has proved itself to be well led and successful.
5. Set up with its own Board of Directors it operates with the Council as its sole shareholder. A Shareholder Agreement entered into in 2015 is currently in place which governs the relationship between the two bodies.
6. Whilst the Shareholder Agreement entrusts the day to day running of the company to the Board of Persona it still requires many elements to be referred back to Committees of the Council for a decision. This relates in particular to decisions regarding growth, service expansion and change.
7. In recognition of the success of Persona, its proven ability to deliver high quality services and its smooth-running working operation, it is felt that now is the appropriate time to review the Shareholder agreement and the mandate to do this was provided last year by cabinet. This was with a view to explore if it can be adapted to deliver greater flexibility to Persona and its Board whilst not affecting the necessary control powers the Council retains.
8. A new shareholder agreement has been written and will ensure the company's ability to grow as well as adapt its care models more rapidly in response to its users

preferences enabling more highly person centred care, ensuring its sustained position as a high quality care provider of choice.

9. The new agreement also clearly identifies the distribution of any surpluses between the council and the company
10. Cabinet previously gave permission for the shareholder agreement to be updated to ensure the company was provided with greater flexibilities to facilitate growth and high quality service delivery. Following this permission from cabinet previously this paper seeks permission for its adoption, which is the result of lengthy collaboration between the council and Persona supported by the council's legal team. The agreement is appended in Part B

Recommendation(s)

11. The Cabinet Member for Health and Adult Care and Public Sector Reform requests authorisation from Cabinet to adopt the new Persona Shareholder Agreement

Reasons for recommendation(s)

12. To explore the potential for providing Persona with greater flexibility in decision making to facilitate growth in high quality service delivery by a local company which provides giving a strengths-based approach to care and support of older residents and those living with learning disabilities.

Alternative options considered and rejected

13. Do nothing – Persona will be unable to respond fully to the department of health and adult care commissioning intentions and potentially miss out on growth opportunities

Report Author and Contact Details:

Name: Adrian Crook

Position: Director of Adult Social Services

Department: Health and Adult Social Care

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Links with the Corporate Priorities:

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

14. Local – persona is a local company, supporting local people with care and support needs and employing local people in good quality jobs
15. Enterprising – delivery of a refreshed shareholder agreement will ensure Persona is able to maximise its potential.

16. Together - the Persona Shareholder Agreement review will be a joint participative exercise between Persona and the Council.
17. Strengths – Persona ensures a strength based approach is taken in all its care delivery

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. Sign off to be completed by the Council's Equality, Diversity and Inclusion (EDI) Manager (contact l.cawley@bury.gov.uk for advice).*

18. N/A

Environmental Impact and Considerations:

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

19. N/A

Procurement Implications:

20. No procurement implications as the recommendations do not alter the existing service contract with Persona

Legal Implications:

Persona Group Limited is a company wholly owned by the Council and operates under existing contractual and shareholder arrangements. The proposed adoption of the revised Shareholder Agreement is intended to update the governance framework between the Council, as sole shareholder, and the company, whilst maintaining appropriate oversight and control of the Council's interests.

The Council has powers under the Localism Act 2011 to participate in and exercise functions through companies, subject to compliance with applicable legal and governance requirements. The revised Shareholder Agreement should clearly define the respective roles and responsibilities of the Council as shareholder and the Persona Board, including

matters reserved to the Council, governance arrangements, and the approach to the distribution of any company surpluses.

The recommendations do not alter the existing service contract between the Council and Persona, which remains in place until 31 March 2031. However, implementation of the revised Shareholder Agreement will require the Council to continue to ensure appropriate separation between its role as shareholder and its commissioning and contract management functions. Subject to approval, the new Shareholder Agreement may be executed in accordance with the Council's constitutional requirements.

Financial Implications:

There are no financial implications arising directly from the report.

Appendices:

PART B - Persona and the Metropolitan Borough of Bury Shareholder Agreement

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



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	Grant of new Lease for Elms Bank College at St Monica's	
Report of	Cabinet Member for Children and Young People	

Summary

1. Oak Learning Partnership (OLP) currently lease the former St Monica's Sixth form buildings in Prestwich from Salford Roman Catholic Diocesan Trustees (StoC) for the provision of post 16 SEN teaching, known as Elms Bank College Hub. The lease is for period of 5 years expiring on 25 August 2027.
2. There is currently a separate Deed of Indemnity between the Council and OLP. Whereby the council underwrite all costs incurred by OLP, including rents, for the running of the Elms Bank College.
3. Following discussions with StoC, terms have been agreed for a new 8 year lease of the college buildings with effect from 1 September 2026
4. The grant of the new lease will allow the Council and OLP a 5 year period to plan for the longer-term provision of the post 16 SEN provision.

Recommendation(s)

5. That Cabinet:
 - a. Approve the current heads of terms for the grant of the new lease and associated indemnity agreement
 - b. Delegate any minor variations to the final heads of terms or Indemnity Agreement to the Assistant Director of Corporate Assets and Facilities Management.
 - c. Delegate the signing of the lease, Indemnity Agreement and any associated documents to Councils Monitoring Officer.

Reasons for recommendation(s)

6. The grant of the new lease secures the operation of the Elms Bank College Hub without major capital expenditure for in the medium term.

Alternative options considered and rejected

7. Not to agree to the agreement to the new lease

- In this scenario the OLP would have to vacate the existing buildings in August 2027.
- The Council would need to secure a suitable site and spend several million pounds on modular accommodation to ensure provision could continue past August 2027.
- Without alternative provision OLP would in effect need to close the provision.
- As such, this option has been discounted.

Report Author and Contact Details:

Name: Roger Frith

Position: Assistant Director of Corporate Assets and Facilities Management

Department: Place

E-mail: r.frith@bury.gov.uk

Background

8. Oak Learning Partnership (OLP) currently lease the former St Monica's Sixth form buildings in Prestwich from Salford Roman Catholic Diocesan Trustees/St Teresa of Calcutta Trust (StoC) for the provision of post 16 SEND teaching, known as Elms Bank College Hub. The lease is for period of 5 years expiring on 25 August 2027.
9. There is currently a separate Deed of Indemnity between the Council and OLP. Whereby the council underwrite all costs incurred by OLP, including rents, for the running of the Elms Bank College.

Current Position

10. Following extensive discussions with StoC, terms have been agreed for a new 8 year lease of the college buildings with effect from 1 September 2026. A copy of the agreed heads of terms is in Part B of this report.
11. The Council will continue to underwrite costs for the building during this period and a new Indemnity Agreement on similar terms to the current agreement between the Council and OLP will also be required.
12. The grant of the new lease will allow the Council and OLP a 5 year period to plan for the longer-term provision of the post 16 SEN provision in dialogue with StoC and in accordance with the SEND Sufficiency Strategy.

13. The Bury SEND Sufficiency Strategy 2026–2030 sets out how the Council will meet its statutory duty to secure sufficient, appropriate educational provision for children and young people with special educational needs and disabilities (SEND), including those requiring alternative provision (AP) and education otherwise than at school (EOTAS).
14. The Strategy seeks to strengthen post-16 sufficiency and preparation for adulthood.
15. The local authority will work with colleges, training providers and partners to expand and strengthen post 16 pathways for young people with SEND. This includes improving access to local specialist provision, supported internships, apprenticeships, functional skills and reengagement programmes.
16. The aim is to ensure that young people are supported to progress into meaningful education, training or employment, with reduced reliance on alternative and independent provision and improved outcomes into adulthood.

Links with the Corporate Priorities:

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

17. Securing the medium term post 16 SEND provision at Elms Bank College hub will enable young people with SEND to continue their education in local provision, promoting inclusion, educational achievement and further opportunities.
18. The LA will continue to develop partnerships with all schools and colleges to ensure the right places, facilities and opportunities are available into the future for local children and young people.
19. The DfE Experts at Hand guidance stresses that the local authorities Experts at Hand model offer should “recognise the critical role of alternative provision and specialist settings within an inclusive system. High-quality AP and specialist settings are key partners in prevention, reintegration and supporting young people with more complex needs and their expertise should be deployed across the system.”

Equality Impact and Considerations:

20. This is an extension of current arrangements therefore no equality impacts are expected to arise from this activity
-

Environmental Impact and Considerations:

21. There are no environmental impacts with this decision.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
StoC do not approve the grant of the new lease	There is ongoing dialogue with StoC to ensure that this risk is minimised

Procurement Implications:

22. As per the body of the report

Legal Implications:

23. As the Council is not a party to the proposed lease, its financial commitment must be documented separately by way of a variation or replacement of the existing Deed of Indemnity with Oak Learning Partnership. The existing Deed of Indemnity must be reviewed by Legal Services to ensure that it clearly defines the extent and duration of the Council's liability and reflects the terms approved in this report.

The heads of terms are subject to contract and do not create a binding lease. Any delegated authority to vary them should be limited to non-material changes which do not materially increase the Council's financial exposure

Financial Implications:

24. The financial implications are detailed in the Part B report.

Appendices:

None

Background papers:

None

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

Term	Meaning
SEND	Special Educational Needs & Disabilities



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	Objections to the proposed disposal of Public Open Space – Land on the North Side of Milton Road, Radcliffe, Bury	
Report of	Deputy Leader and Cabinet Member for Finance and Corporate Services	

Summary

1. The report provides details of the objections received to the proposed disposal of Public Open Space (POS) of land on the North Side of Milton Road, Radcliffe, Bury
2. The extent of the land concerned is shown edged red on the plan contained within Appendix 1 to this report.

Recommendation(s)

3. Cabinet is asked to consider the responses received to the consultation and resolved to proceed with the disposal of the POS as shown edged red on the attached plan in Appendix 1.

Reasons for recommendation

4. Approval to the disposal of the land which will make the land available for the Council to dispose of.

Alternative options considered and rejected

5. Not to approve the disposal of the land as recommended.

Report Author and Contact Details:

Name: Roger Frith

Position: Assistant Director of Corporate Assets and Facilities Management

Department: Corporate Assets and Facilities Management

E-mail: r.frith@bury.gov.uk

Background

6. This report refers to a plot of land to the North Side of Milton Road, Radcliffe, Bury as shown edged red on the plan shown in Appendix 1. The land comprises of an area of approximately 14,685 square metres.
7. The land is managed by the Council's Leisure Services and is currently vacant.

8. Sections 123(2A) and 127(3) of the Local Government Act 1972 and section 233(4) of the Town and Country Planning Act 1990 ('the 1990 Act') require a local authority wishing to dispose of open space under those powers to advertise its intentions in a local newspaper for two consecutive weeks and to consider objections.
9. Notices advertising the intention to dispose of POS were placed in editions of the Bury Times on 27 August 2026 and 3 September 2026 with a closing date for objections of 24 September 2026. Local Ward Councillors were informed that the advertisements were to be placed in the Bury Times on 26 August 2026.
10. A total of 20 objections to the POS have been received for the disposal of the Site and are included in Appendix 2.
11. For the purposes of this report, the objections been grouped by theme. Some responders raised multiple points of objection. The different themes/issues have been set out in the table below.

Summary of Objections

Objection category		Bury Council's Comment
Loss of Public Open Space or community asset	18	There are other nearby areas for of open space, including: Bolton Road Park, Red Bank Nature Reserve, Red Bank Playing Fields and other areas of open spaces within nearby housing estates.
Health, wellbeing, access or equality	16	There are other nearby areas for recreational use, including: Bolton Road Park, Red Bank Nature Reserve, Red Bank Playing Fields and other areas of open spaces within nearby housing estates.
Alternative sites or site-selection concerns	16	These objections refer to the potential future use of the site not its disposal, which the subject of this report.
Biodiversity, green infrastructure or drainage	13	These issues will be considered should a planning application for development on the site be brought forward.
Safety, traffic, parking, noise or infrastructure	12	These issues will be considered should a planning application for development on the site be brought forward.
Deprivation or households without gardens	11	There are other nearby areas for green spaces, including: Bolton Road Park, Red Bank Nature Reserve, Red Bank Playing Fields and other areas of open spaces within local housing estates.
Loss of current community planting	1	This issue will be considered and alternative provision sought should the site be brought forward for disposal.
Local Plan issues	1	This is noted, but is a separate issue not relevant to this report

Objection category		Bury Council's Comment
Mining or ground-stability risk	1	These issues will be considered should a planning application for development on the site be brought forward.
Concern about housing, flats or HMO use	1	These issues will be considered should a planning application for development on the site be brought forward.
Counting note: Categories overlap because an objection may raise more than one issue.		

12. Many of the objections relate to the potential unknown future use of the site and are not relevant to this decision which is solely to approve the disposal of the POS. These range from: infrastructural, environmental, structural risks, potential damage to health and wellbeing, loss of green infrastructure and the risk to community safety.

13. Any future proposals to build on the site will require planning permission and there will be the opportunity for the public to make comments on any proposals that come forward at this stage. These issues will therefore fall to be considered at the planning stage.

14. Members are requested to consider the objections and balance the loss of Public Open Space for members of the public who use it for recreational purposes.

Links with the Corporate Priorities:

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

Not applicable as the POS notices are a procedural requirement. Any future disposal would be subject to a future cabinet report.

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. Sign off to be completed by the Council's Equality, Diversity and Inclusion (EDI) Manager (contact l.cawley@bury.gov.uk for advice).*

Not applicable as the POS notices are a procedural requirement. Any future disposal would be subject to a future cabinet report.

Environmental Impact and Considerations:

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

Not applicable as the POS notices are a procedural requirement. Any future development would be considered as part of a planning application.

Assessment and Mitigation of Risk:

Not applicable as the POS notices are a procedural requirement. Any future disposal would be subject to a future cabinet report.

Procurement Implications:

There are no procurement implications

Legal Implications:

It is a legal requirement that the Council must advertise its intention to dispose of the land and invite public objections. Cabinet should have regard to the objections and give them open minded consideration. This appendix to this report sets out all objections received, as they relate to the proposed disposal and the existing use and value of the land as public open space.

Some of the objections concern the suitability of the site for the particular development which may subsequently be proposed, including planning, highways and ground conditions. Those issues are not for determination as part of the present public open space disposal process and, where relevant, will be considered through the appropriate planning and regulatory processes.

The present decision does not authorise a sale or other disposal of the land. Any subsequent disposal will require separate approval and compliance with the relevant legal and governance requirements.

Financial Implications:

Approval of the recommendation will enable the disposal to proceed and a capital receipt to be generated from the sale.

Appendices:

Please list any appended documents (please save these as clearly labelled separate documents in the Teams folder).

Appendix 1 – Red edged plan

Appendix 2 – Public Open Space Objections

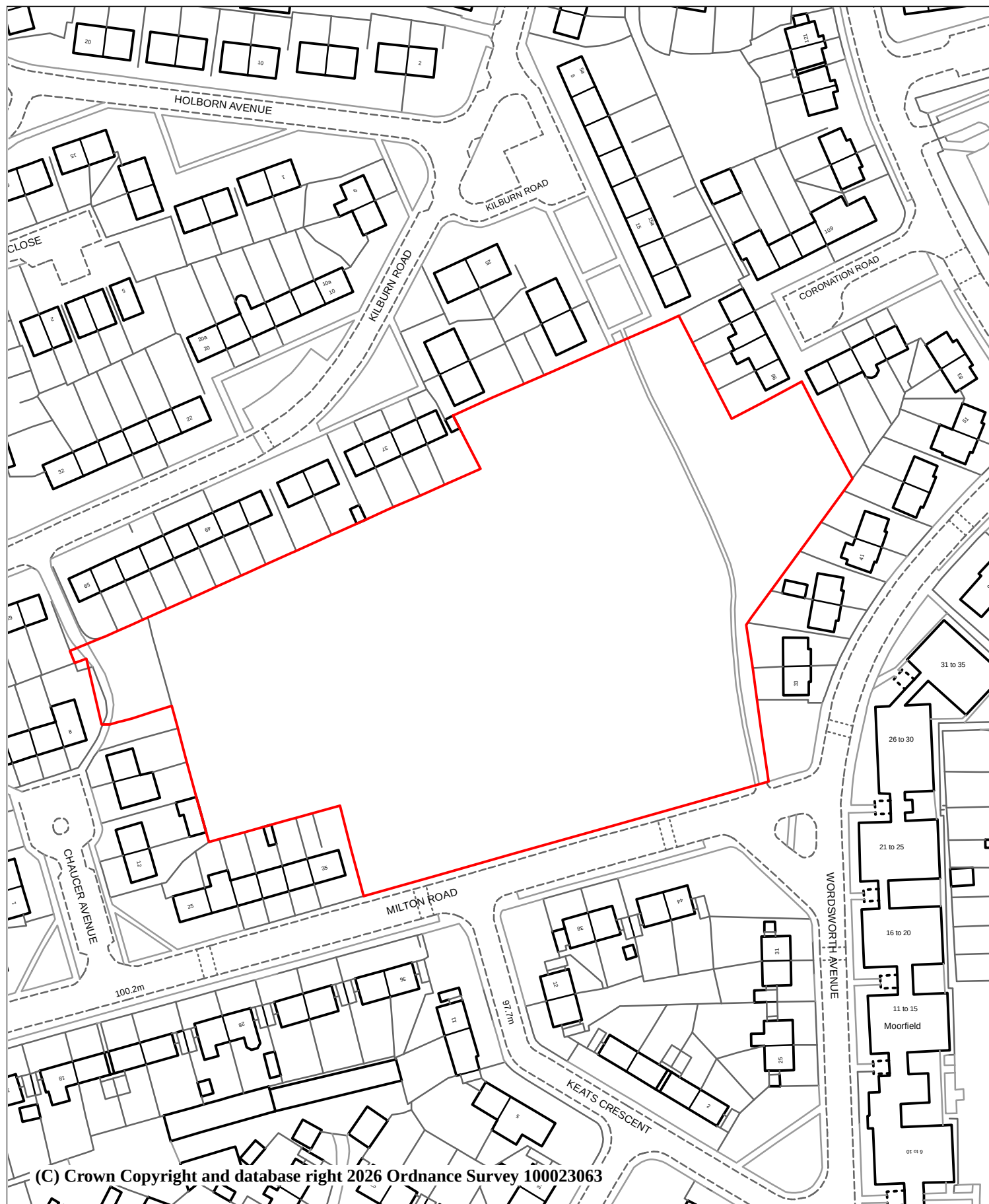
Background papers:

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
POS	Public Open Space

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PLAN

Land at Milton Road

Radcliffe

M26 3RD

SCALE

1:1250

DRAWN BY

MB

DATE

25/08/2026

Directorate of Place

Land & Property

3 Knowsley Place
Duke Street,
Bury, BL9 0EJ
email: property@bury.gov.uk

Bury
COUNCIL

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Objection 1

Dear Bury Council Property Department,

Re: FORMAL OBJECTION: Section 123(2A) Local Government Act 1972 – Proposed Disposal of Land at Milton Road Fields.

I am emailing you with respect to the choice of the proposed disposal of Milton Road Fields to facilitate its proposed use as a pupil referral unit to be run by Oak Learning Partnership. Under Section 123 of the Local Government Act, the council is legally required to listen to formal objections.

My honest opinion is that I believe the Council has yet again failed to do its due diligence and genuinely believe that this site is not suitable to house the PRU.

Milton Road Fields was awarded funding by The Lancashire Wildlife Trust for improvement and enhancement of biodiversity on the site. The field is used by the community and was assigned as a community project by Bury Council. Access to green space around this field is limited and as such this area provides for existing leisure use which incidentally is the same reason given by the Council for not choosing one of the other proposed PRU sites.

The area has significantly more one-bedroom flats than the Bury Average which means residents have limited green space/gardens of their own. Due to its open perspective, it is considered as a safer environment than some of the other local spaces which are impacted by anti-social behaviour and drugs and alcohol.

The area is very close to a primary school and sheltered housing for our older residents.

The proposed location is in the middle of a residential area with an Index of Multiple Deprivation of 1. The LSOA for this area is ranked as the second most deprived in Bury and is ranked 200 out of 33,755 neighbourhoods in England where 1 is the most deprived. You can check this out for yourself using the following link:

<https://deprivation.communities.gov.uk/about-your-neighbourhood/E01005004?postcode=M263WD>

Please see the attached screenshots.

This area has suffered so much deprivation and lack of infrastructure to address the issues that it has recently been awarded Pride in Place funding, something reserved for areas with an IMD of 1 and poor Community Needs Index (CNI).

Not only is this area deprived it has a very significant rating for crime being 99% more deprived than 33,755 neighbourhoods in England (see attached). This area is particularly prone to crimes relating to drugs and has had several recent investigations into cuckooing. There is also evidence of regional gang activity in this area.

As you can see from the attached Google maps screen shot, the proposed site is in the middle of a residential area (gold outline) with very limited access to public transport (only one bus).

I have been told that this site was identified after six other sites were discounted. I am struggling to understand how any of the other sites identified were less suitable than this proposed site. In an email response from the Council, they told me that:

“In December 2024, the Council made a formal commitment to the Academy Chain Oak Learning Partnership, to provide a permanent combined Pupil Referral Unit (PRU) facility by the end of 2028. This was a condition of academisation.”

Quite frankly that is a failure on the part of the Council especially since the proposed site on Milton Road Fields was not even included in the original plans for locating the PRU. The Council should have ensured that a suitable site was located before committing to anything in terms of academisation, which they clearly failed to do.

My conclusion is that this site was simply selected because it was believed that it would incur less objections than other areas. There is a feeling amongst many Radcliffe residents that the Council does not appear to afford Radcliffe residents the same consideration in terms of open consultation that it does residents in other areas. In fact, there has been no consultation from the Council with either residents or elected representatives for the area about the choice of this site.

I cannot stress enough that I simply believe this is the wrong location for a Pupil Referral unit. Yet again, it feels like concerns of Radcliffe residents are being ignored and that yet again Radcliffe residents are having their right to access to green space removed.

I urge the Council to reconsider their choice of this field and to move forward with future proposals on the choice of sites in a more open fashion listening to the opinions of residents and elected members before choosing any site.

Please can you send me acknowledgement of receipt of this email.

Objection 2

To whom it may concern,

I am writing to submit a formal objection under Section 123(2A) of the Local Government Act 1972 regarding the proposed disposal of Milton Road Fields, Radcliffe. I object on the grounds that this land is a vital community asset previously designated for community projects. Its loss will disproportionately harm local health and wellbeing, particularly for nearby residents in high-density flats with no private gardens.

The fields are a safe, highly visible environment used by local school children and sheltered housing residents. While a PRU facility is needed in the borough, the Council must protect this scarce green infrastructure and explore alternative sites.

Despite the benefits the fields provide us local residents, I would also implore you to look into the crime rates of this area. The adjacent property to the fields has been one of consistent anti-social behaviour since I moved to the area in June 2024, which has often led to police and fire presence due to fighting, drug activity and uncontrolled bonfires. This is not a safe area for vulnerable children to be relocated.

As a neighbouring resident of Milton Meadows, I was not consulted regarding any potential planning permission, or informed of this projects undertaking.

Objection 3

I am writing to submit a formal objection under Section 123(2A) of the Local Government Act 1972 regarding the proposed disposal of Milton Road Fields, Radcliffe. I object on the grounds that this land is a vital community asset previously designated for community projects. Its loss will disproportionately harm local health and wellbeing, particularly for nearby residents in high-density flats with no private gardens.

The fields are a safe, highly visible environment used by local school children and sheltered housing residents. While a PRU facility is needed in the borough, the Council must protect this scarce green infrastructure and explore alternative sites.

Objection 4

I am writing to submit a formal objection under Section 123(2A) of the Local Government Act 1972 regarding the proposed disposal of Milton Road Fields, Radcliffe. I object on the grounds that this land is a vital community asset previously designated for community projects. Its loss will disproportionately harm local health and wellbeing, particularly for nearby residents in high-density flats with no private gardens.

The fields are a safe, highly visible environment used by local school children and sheltered housing residents. While a PRU facility is needed in the borough, the Council must protect this scarce green infrastructure and explore alternative sites

Objection 5

Ref sec 123 of Local Gov Act (2a) and Local Go. act 1972

I am writing to submit a formal objection under Section 123(2A) of the Local Government Act 1972 regarding the proposed disposal of Milton Road Fields, Radcliffe.

I object on the grounds that this land is a vital community asset previously designated for community projects. Its loss will disproportionately harm local health and wellbeing, particularly for nearby residents in high-density flats with no private gardens.

The fields are a safe, highly visible environment used by local school children and sheltered housing residents. While a PRU facility is needed in the borough, the Council must protect this scarce green infrastructure and explore alternative sites

Objection 6

Good morning.

Can I please register my formal objection to the proposed Pupil Referral Unit being located on green space on Milton Road. This space is the green heart of our estate.

Objection 7

I am writing to submit a formal objection under Section 123(2A) of the Local Government Act 1972 regarding the proposed disposal of Milton Road Fields, Radcliffe. I object on the grounds that this land is a vital community asset previously designated for community projects. Its loss will disproportionately harm local health and wellbeing, particularly for nearby residents in high-density flats with no private gardens.

The fields are a safe, highly visible environment used by local school children and sheltered housing residents. While a PRU facility is needed in the borough, the Council must protect this scarce green infrastructure and explore alternative sites.

Objection 8

To : Chief Executive, Bury Council

Director of Property / Land & Property

Council Solicitor

Re: Milton Road Field, Radcliffe – Supplementary objection to proposed disposal under Section 123(2A) Local Government Act 1972

I submit this supplementary objection to the proposed disposal of Milton Road Field, Radcliffe. This representation is made in addition to, and does not replace, withdraw or supersede my previous written Section 123 objection. I request that both representations are retained on the Council's disposal file and provided to the appropriate decision-maker for consideration.

This supplementary objection draws attention to significant evidence contained within a Bury Council letter dated 10 October 2023, concerning the Council's authorisation of the Growing Radcliffe Together community and environmental project on Milton Road Field.

1. Bury Council's own evidence demonstrates the public value of the land

On 10 October 2023, Bury Council formally granted permission for Growing Radcliffe Together to undertake works on Milton Road Field including:

1. native wildflower planting to improve biodiversity;
2. tree planting;
3. an access path through the field, creating a walking route between greenspaces;
4. measures intended to prevent vehicle access and reduce fly-tipping;
5. wildlife and community information signage; and
6. continued use of the land for the project and for a minimum of three years following completion.

The Council's letter expressly stated that the project would provide: "wildlife benefit, increased usage, increased learning and natural surveillance to this site."

This is important contemporaneous evidence from the landowner itself that the site was being actively treated as a community, environmental, biodiversity, recreational and learning asset.

2. The Council should explain the change in its approach

The Council's current statutory notice describes the land as public open space and confirms that it is being disposed of pursuant to Section 123(1) and (2A) of the Local Government Act 1972.

There is therefore a legitimate question as to what has changed between the Council's 2023 decision to facilitate environmental and community improvements to the site and its current proposal to dispose of it.

I ask the Council to confirm:

1. when the Growing Radcliffe Together project was deemed complete;
 2. whether the three-year period referred to in the Council's 10 October 2023 letter has expired;
 3. whether the Council subsequently varied, terminated or otherwise amended the permission granted in that letter;
 4. whether any commitments, conditions or obligations arising from that project remain outstanding; and
 5. what consideration was given to the continuing public, environmental and community benefits of the site before it was identified for disposal.
3. This evidence should be expressly considered as part of the Section 123 process

The current statutory notice confirms that the land "consists or forms part of an open space" for the purposes of Section 123(2A).

The 2023 Council letter is therefore directly relevant to the question of the site's existing public use and value.

I request that this evidence is expressly considered alongside my original objection when the Council considers representations concerning the proposed disposal.

Bury Council's own previous decision-making records demonstrate that objections to the disposal of public open space are considered as part of the disposal process.

4. The permanent loss of the site's existing benefits requires proper consideration

The proposed disposal would potentially result in the permanent loss of the benefits which the Council itself identified in 2023, including:

1. biodiversity improvements;
2. wildlife benefits;
3. community use;
4. walking connectivity;
5. learning opportunities;
6. natural surveillance; and
7. measures designed to reduce fly-tipping and unauthorised vehicle access.

Those matters should form part of the Council's consideration of whether disposal of this particular parcel of public open space is justified.

5. Alternative sites should be demonstrably considered

If disposal is proposed to facilitate the Ash Grove Alternative Provision Academy, I ask the Council to demonstrate that reasonable alternative sites have been properly considered and to explain why the permanent loss of this particular public open space is considered necessary and justified.

I fully recognise the importance of providing appropriate alternative educational provision. However, that objective should be considered alongside the established community and environmental value of the land rather than treated as automatically determining the disposal question.

For the avoidance of doubt, this is a supplementary representation and must be read together with my previous Section 123 objection.

I respectfully request that:

1. my original Section 123 objection remains fully recorded and unaffected;
2. this supplementary objection is added to the same disposal file;
3. both representations are provided to the appropriate decision-maker;
4. the 10 October 2023 Bury Council letter is expressly considered;
5. the Council confirms the status and completion date of the Growing Radcliffe Together project and the associated three-year period referred to in its letter;
6. the Council explains what consideration was given to the continuing community and environmental benefits of the site before proposing its disposal; and

7. the Council does not determine to proceed with disposal without first properly considering my original and supplementary objections in accordance with the statutory Section 123 process.

The October 2023 correspondence is particularly significant because it provides Bury Council's own contemporaneous evidence of the community, environmental, biodiversity, recreational and learning value which it attributed to Milton Road Field.

Any decision now to dispose of the land should therefore transparently explain what has changed since 2023 and how the permanent loss of those identified public benefits has been weighed against the case for disposal.

Please acknowledge receipt of this additional information and confirm that it will be considered.

Objection 9

RE: Formal Objection to the Proposed Disposal of Public Open Space at Milton Road, Radcliffe (Milton Meadows)

I am writing in my official capacity as a local representative to register a formal and strenuous objection to the council's declared intention to dispose of the public open space situated on the north side of Milton Road, Radcliffe (known locally as Milton Meadows).

While I recognise the statutory obligation to locate provision for educational services, disposing of this specific asset for development presents severe infrastructural, environmental, and structural risks that run contrary to the long-term interests of the Radcliffe community.

I urge the council to reject the disposal of this land based on the following critical material considerations:

1. Severe Ground Instability & High Mining Risk

Official records from the Mining Remediation Authority confirm that the entire footprint of Milton Meadows sits squarely within a Development High Risk Area. This designation indicates the presence of historical shallow coal mining workings, potential mine entries, and geological vulnerabilities. Introducing a heavy, institutional multi-story facility onto this specific parcel introduces profound structural and public safety concerns. Ground remediation—such as extensive deep-grouting—will not only be extraordinarily costly to the taxpayer but risks destabilising adjacent residential properties on Milton Road, Westminster Avenue, and Wordsworth Avenue.

1. Loss of Asset of Community Value and Biodiversity Loss

Milton Meadows is not redundant wasteland; it is a highly valued, actively used green lung within a heavily built-up urban area. Significant volunteer hours and ecological planning have gone into enhancing this space, including historical partnerships with organisations like the Lancashire Wildlife Trust. Disposing of this land directly contradicts the council's own climate emergency declarations and biodiversity net-gain targets by destroying a local habitat corridor and removing crucial natural drainage that protects local homes from surface water runoff.

3. Placement of an Institutional Facility in the Heart of a Vulnerable Residential Community

The suggested location is entirely surrounded by homes. Placing a Pupil Referral Unit (PRU) in the middle of an established residential area raises serious concerns regarding increased traffic and parking pressures, safeguarding and community safety, noise and disturbance, and immense pressure on already stretched local infrastructure. Crucially, we must evaluate the cumulative impact on a neighbourhood that has already experienced significant social and economic challenges.

This area is not simply “deprived”—it is objectively among the most disadvantaged communities in Bury. We are not opposed to supporting children and young people who require alternative educational provision. Those young people absolutely deserve high-quality facilities, appropriate support, and environments that meet their needs. However, Milton Road Fields is fundamentally the wrong site.

4. Failure of Social Equity and Economic Parity

Residents of Radcliffe increasingly feel that their concerns are routinely ignored, while essential community assets are repeatedly placed at risk. The removal of access to vital green space from one of the most deprived neighbourhoods in the borough is explicitly incompatible with the Council's stated commitment to achieving social and economic parity across Bury. If parity means anything, it must mean that residents living in deprived communities are entitled to the exact same protection of green space, health, wellbeing, safety, and quality of life as residents living elsewhere in the borough.

I therefore formally call on Bury Council to execute the following steps immediately:

- * Withdraw the Proposal: Withdraw any proposal to locate a Pupil Referral Unit on Milton Road Fields.
- * Protect the Asset: Protect Milton Road Fields as a permanent community green space.
- * Consult the Public: Consult meaningfully with local residents before considering any future development affecting this site.
- * Identify Alternative Sites: Identify alternative locations for any proposed PRU that do not result in the loss of vital community open space in a highly deprived neighbourhood.

I look forward to receiving formal acknowledgment of this objection and being kept informed of any upcoming cabinet or committee reviews regarding this site.

Objection 10

I am writing to submit a formal objection under Section 123(2A) of the Local Government Act 1972 regarding the proposed disposal of Milton Road Fields, Radcliffe. I object on the grounds that this land is a vital community asset previously designated for community projects. Its loss will disproportionately harm local health and wellbeing, particularly for nearby residents in high-density flats with no private gardens.

The fields are a safe, highly visible environment used by local school children and sheltered housing residents. While a PRU facility is needed in the borough, the Council must protect this scarce green infrastructure and explore alternative sites.

Objection 11

I am writing to submit a formal objection under Section 123(2A) of the Local Government Act 1972 regarding the proposed disposal of Milton Road Fields, Radcliffe. I object on the grounds that this land is a vital community asset previously designated for community projects. Its loss will disproportionately harm local health and wellbeing, particularly for nearby residents in high-density flats with no private gardens.

The fields are a safe, highly visible environment used by local school children and sheltered housing residents. While a PRU facility is needed in the borough, the Council must protect this scarce green infrastructure and explore alternative sites

Objection 12

Objection to the soundness of the Publication Local Plan in relation to Green Infrastructure and Protected Open Space

I object to the Publication Bury Local Plan insofar as its policies and supporting evidence could permit or facilitate the loss or development of Milton Road Fields / Milton Road Open Space, Radcliffe, including the area locally referred to as Milton Meadows.

This representation concerns the soundness and evidential basis of the Local Plan. It is not an objection to a planning application: no planning application for the proposed Pupil Referral Unit has been submitted.

The issue for examination is whether the Local Plan provides a sufficiently robust, justified and effective policy framework to protect this established open-space and Green Infrastructure asset while accommodating identified public-service needs.

1. Conflict with Policy LP-GI1 – Green Infrastructure

The Publication Local Plan identifies LP-GI1 – Green Infrastructure as a strategic policy. The policy states that the Council will seek to protect and enhance a network of multi-functional green and blue infrastructure. It states that the Council will resist development which could negatively affect the functionality of the Green Infrastructure network unless specified criteria are satisfied.

Of relevance, LP-GI1 requires that development affecting the network must:

- * not sever or cause fragmentation of the Green Infrastructure network;
- * be limited and form part of, and be essential to, the provision and improvement of public services and utilities, where that criterion is relied upon;
- * provide positive benefits for the network's integrity, connectivity, role and multi-functionality; and
- * incorporate sufficient mitigation or compensation for loss or damage to the network.

The Council's own justification states that its Strategic Green Infrastructure network is shown on the Policies Map and expressly includes areas of outdoor open space, sport and recreation.

Accordingly, if Milton Road Fields falls within the mapped Strategic Green Infrastructure designation, the Council must demonstrate how any proposed development of the site satisfies all relevant elements of LP-GI1, rather than treating the land simply as available development land.

2. The site is established open space – Policy LP-OS1 : – Protected open space, sport and recreation as a strategic policy.

“The Council will seek to retain an adequate supply of good-quality and accessible open-space, sport and recreational assets”. It states that development resulting in the loss of such assets will not be allowed unless it can clearly be demonstrated that:

1. the site is surplus to current and future community requirements, taking account of its value and potential to address identified deficiencies;
2. equivalent or better replacement provision is made; or
3. the development is alternative sports/recreational provision whose benefits clearly outweigh the loss.

A proposed PRU is not alternative sports or recreational provision. Nor can replacement landscaping or biodiversity measures automatically constitute equivalent replacement open-space provision.

The central question is therefore whether the Council has robustly demonstrated that Milton Road Fields is genuinely surplus to current and future community requirements.

The Local Plan itself acknowledges identified deficiencies in the quantity, quality and accessibility of open space across the Borough.

3. The Council's earlier Green Space Audit recorded Milton Road Open Space (RP/RD028/00), Radcliffe, as 1.477 hectares of informal recreation space assessed as "Good". This is historical evidence rather than a substitute for the Council's current assessment, but it demonstrates that the site has an established recreational function and should not be characterised simply as undeveloped or incidental land.

The Publication Plan now relies upon the Bury Open Space Assessment 2026 as the relevant evidence base for LP-OS1.

The Council should therefore demonstrate transparently:

- * how Milton Road Fields is assessed in the 2026 evidence base;
- * its current quantity, quality, accessibility and community value;
- * whether there is a local quantitative or qualitative deficiency;
- * whether the site is genuinely surplus to current and future requirements; and
- * how any loss is consistent with the Local Plan's objective of retaining an adequate supply of accessible open space.

4. No adequate justification for selecting this site has been demonstrated. If the Council considers that land at Milton Road Fields is required for public-service infrastructure, the evidence must demonstrate why development on this particular open-space/GI asset is necessary.

The Council should therefore publish evidence demonstrating:

- * the specific need which the proposed facility is intended to meet;
- * why Milton Road Fields is required to meet that need;
- * why other reasonable sites were considered;
- * what reasonable alternatives were assessed and why they were rejected;
- * the comparative impact of those alternatives on open space, Green Infrastructure, accessibility, health and the environment; and
- * why the loss of this particular asset represents an appropriate planning strategy.

This is directly relevant to the "justified" soundness test because Bury's own transitional arrangements confirm that the Plan will be examined against the December 2023 NPPF, including the requirement that the strategy takes account of reasonable alternatives and is based on proportionate evidence.

5. The Council's own LP-GI1 justification recognises that Green Infrastructure is multi-functional, providing environmental, health and wellbeing, ecological, climate-resilience and landscape benefits. Consequently, the value of Milton Road Fields cannot properly be assessed solely by its acreage or by whether another piece of grassland could be provided elsewhere.

Any assessment should consider the cumulative loss of:

- * recreational and informal open-space function;
- * access to green space;
- * health and wellbeing benefits;
- * ecological connectivity;

- * landscape and visual amenity;

- * permeability and climate resilience; and

- * the site's contribution to the wider Green Infrastructure network.

6. Biodiversity Net Gain is not a substitute for open-space or Green Infrastructure protection. Any future biodiversity net gain associated with development should not be treated as equivalent compensation for the loss of an established public open-space and Green Infrastructure asset.

Biodiversity, recreation, public access, landscape, health and Green Infrastructure functions are not interchangeable. LP-GI1 itself requires consideration of the integrity, connectivity, role and multi-functionality of the network and separately requires mitigation or compensation for loss or damage.

7. The Plan must be capable of applying its own policies consistently and there is a significant potential inconsistency between:

- * the Plan's strategic objective of conserving and enhancing Green Infrastructure;

- * LP-GI1's requirement to resist development that negatively affects the functionality of the network;

- * LP-OS1's protection of existing open-space assets; and

- * any parallel Council strategy that would facilitate the permanent development of Milton Road Fields.

The Examination should therefore consider whether the Local Plan is internally coherent, justified and effective in protecting the assets which its own policies identify as important.

8. Soundness : for the purposes of Regulation 19 examination, I consider the Plan potentially unsound in this respect because it has not adequately demonstrated:

Positively prepared: that the need for public-service infrastructure has been balanced against the identified need to retain accessible open space and Green Infrastructure.

Justified: that the approach is supported by proportionate evidence and takes account of reasonable alternative locations.

Effective: that the Plan's stated protection of Green Infrastructure and open space can operate effectively where development of an established asset is being contemplated.

Consistent with national policy: that the approach properly reflects the national policy requirement for robust evidence concerning open-space provision and the protection of existing open-space assets.

I respectfully request that the Council and, if necessary, the appointed Planning Inspector:

1. Confirm the precise status of Milton Road Fields on the Publication Policies Map, including whether and to what extent it forms part of the Strategic Green Infrastructure network and/or protected open-space designation.

2. Require the Council to provide the current evidence supporting any contention that the site is surplus to current and future community requirements.

3. Require publication of the relevant assessment of the site's quantity, quality, accessibility, recreational, environmental and community functions.

4. Require a transparent assessment of reasonable alternative locations for the proposed public-service use.

5. Require the Council to demonstrate how any development of the site would satisfy the requirements of LP-GI1 and LP-OS1.

6. Require the Plan to be modified if the evidence does not demonstrate that the proposed approach is justified, effective and consistent with its own strategic policies.

Conclusion

Milton Road Fields should not be treated simply as an available parcel of land.

The Council's Publication Local Plan places strategic importance on Green Infrastructure and explicitly seeks to retain an adequate supply of accessible open space. Its own policies require strong evidence before such land can be lost.

The fact that the proposed PRU is a public-service facility does not, by itself, resolve the requirements of LP-GI1 or LP-OS1. The Council must still demonstrate necessity, appropriate site selection, compliance with the Green Infrastructure tests and, critically, that the open-space asset is genuinely surplus or otherwise satisfies the policy's requirements.

I therefore ask that the Inspector carefully examine the evidential basis for any approach that would facilitate development of Milton Road Fields and, where the necessary evidence is absent, require appropriate modification to the Local Plan.

Objection 13

To whom it may concern,

I am writing to formally object to the disposal of the land on Milton Road, Radcliffe.

My son and I frequently use this field to play, look for insects, and watch the wide variety of birds that visit the area. Many other local families also enjoy and rely on this green space. It is disappointing that this land is being considered for sale and potential redevelopment into housing, flats, or HMOs.

Please reconsider this decision and preserve this valuable space for our estate.

Objection 14

I am writing to submit a formal objection under Section 123(2A) of the Local Government Act 1972 regarding the proposed disposal of Milton Road Fields, Radcliffe. I object on the grounds that this land is a vital community asset previously designated for community projects. Its loss will disproportionately harm local health and wellbeing, particularly for nearby residents in high-density flats with no private gardens.

The fields are a safe, highly visible environment used by local school children and sheltered housing residents. While a PRU facility is needed in the borough, the Council must protect this scarce green infrastructure and explore alternative sites

Objection 15

FORMAL STATUTORY OBJECTION

Section 123(2A) Local Government Act 1972

Proposed Disposal of Open Space Land at Milton Road Fields (Milton Meadows), Radcliffe

To: Property Services / Cabinet Local Authority Members

Bury Council, Town Hall, Knowsley Street, Bury, BL9 0SW

Email: Property@bury.gov.uk<mailto:Property@bury.gov.uk>

Date: 2nd September 2026

Dear Sir / Madam,

I am writing to submit my formal statutory objection regarding Bury Council's advertised intention to dispose of the public open space land on the north side of Milton Road, Radcliffe (Milton Road Fields / Milton Meadows).

I strongly object to the release and disposal of this land under Section 123 of the Local Government Act 1972 on the following grounds:

- * Loss of Vital Green Infrastructure: This land is a highly valued community asset and wildlife oasis. It was previously designated by the Council as a community project and is actively looked after by local volunteers.
- * Harm to Local Health and Wellbeing: This estate has a higher-than-average density of high-rise and one-bedroom flats. For many residents living here without a private garden, Milton Road Fields is their only accessible link to outdoor recreation, mental health support, and green space.
- * Community Safety: Due to its open aspect and clear visibility, these fields provide a safe outdoor environment relied upon by vulnerable local residents, including young children from the nearby primary school and elderly residents from local sheltered housing.
- * Failure to Explore Alternatives: While the borough requires a Pupil Referral Unit (PRU), Milton Road Fields is entirely the wrong location. The Council has a duty to protect scarce green space and must thoroughly evaluate alternative brownfield or non-open space sites.

I request that Bury Council immediately withdraws the proposal to dispose of this land and maintains its protection as permanent public open space. I expect the Council Cabinet to fully consider this statutory objection with an open mind, as required by law, before making any further decisions.

Please record my objection formally.

Objection 16

I am writing to submit a formal objection under Section 123(2A) of the Local Government Act 1972 regarding the proposed disposal of Milton Road Fields, Radcliffe. I object on the grounds that this land is a vital community asset previously designated for community projects. Its loss will disproportionately harm local health and wellbeing, particularly for nearby residents in high-density flats with no private gardens.

Milton Road Fields are located directly within the MSOA and has been assessed as an area of within the Index of Multiple Deprivation and Community needs. It is imperative that we retain this asset for the use of residents and local communities.

The fields are a safe, highly visible environment used by local school children and sheltered housing residents. While a PRU facility is needed in the borough, the Council must protect this scarce green infrastructure and explore alternative sites.

Objection 17

To whom it may concern.

I am writing to submit a formal objection under Section 123(2A) of the Local Government Act 1972 regarding the proposed disposal of Milton Road Fields, Radcliffe.

I object on the grounds that this land is a vital community asset previously designated for community projects.

Its loss will disproportionately harm local health and wellbeing, particularly for nearby residents in high-density flats with no private gardens.

The fields are a safe, highly visible environment used by local school children and sheltered housing residents. While a PRU facility is needed in the borough, the Council must protect this scarce green infrastructure and explore alternative sites, surely a large area of land will soon be available when the demolition of Pioneer Mills is completed, this maybe a more suitable location.

Objection 18

Hello

I am writing to submit a formal objection under Section 123(2A) of the Local Government Act 1972 regarding the proposed disposal of Milton Road Fields, Radcliffe. I object on the grounds that this land is a vital community asset previously designated for community projects. Its loss will disproportionately harm local health and wellbeing, particularly for nearby residents in high-density flats with no private gardens.

The fields are a safe, highly visible environment used by local school children and sheltered housing residents. While a PRU facility is needed in the borough, the Council must protect this scarce green infrastructure and explore alternative sites

While our town needs education facilities, destroying our vital local green space is entirely the wrong choice. This field is our community hub, our wildlife oasis, and the only green space for many residents living in nearby flats without gardens.

Kind regards

Shirley

Shirley Barlow

Objection 19

CRITICAL: Structural, Statutory, and Highways Failures Regarding Proposed Milton Road Fields PRU Development

CRITICAL: Structural, Statutory, and Highways Failures Regarding Proposed Milton Road Fields PRU Development

Dear Judi,

Thank you for your continued support of Radcliffe residents and for launching the official petition against the proposed Pupil Referral Unit (PRU) on Milton Road Fields.

As a long-term resident living directly opposite the site, I am writing to provide you with a definitive breakdown of the specific Material Planning Considerations and Statutory Regulations that this proposed development violates. These failures provide the legal grounds required to block this project entirely at the planning and regulatory stages.

1. Highways and Access Failures (Severe Breach of Safety Specifications)

* Sub-Standard Carriageway Width: Milton Road measures only 4.9 metres in width. Under standard highways design guidance, this width is the absolute minimum requirement for minor residential cul-de-sacs with low traffic volumes. It is structurally and legally incapable of handling institutional, commercial, or educational traffic.

* National Planning Policy Framework (NPPF) Paragraph 115: The NPPF dictates that development should be prevented or refused on highways grounds if there would be an unacceptable impact on highway safety, or the residual cumulative impacts on the road network would be "severe."

* Obstruction of Statutory Emergency Access: With a road width of only 4.9m, a single vehicle parked on the carriageway reduces the remaining passable space to under 2.5m. This directly prevents standard fire appliances and ambulances from reaching existing residential properties, posing a direct threat to public safety.

2. Geotechnical Ground Instability & Hydrology Risks

* Sub-Soil Shifting and Structural Subsidence: This land has a well-documented history of underground water accumulation and structural sinkage (underwater sinkage risks). Driving heavy construction machinery and introducing permanent heavy structures will cause severe sub-soil compaction.

* Damage to Adjacent Foundations: This water displacement directly threatens the shallow foundations of my home and the three adjacent properties, presenting a severe risk of residential subsidence and structural cracking.

* Footpath & Root Damage: Visible evidence of ground instability is already present outside my property, where protected tree roots have buckled and cracked the public footpath. Heavy vehicular vibration will worsen this damage and breach British Standard BS5837 (Trees in relation to design, demolition, and construction).

3. Statutory Safeguarding and Human Rights Violations

* Human Rights Act 1998 (Article 8): As a vulnerable tenant of 16 years with diagnosed PTSD, severe anxiety, and clinical depression, placing a high-occupancy institutional unit directly opposite my front window—whilst I am already managing a severe, documented neighbor dispute—directly violates my Right to Respect for Private and Family Life and Home. The council cannot demonstrate that this site choice is proportionate or safe under their statutory safeguarding duties.

How this Development Can Be Legally Stopped (Highest Authorities)

If the council attempts to abuse its executive powers to ignore these specifications, we can escalate this past them using three distinct legal mechanisms:

1. The Planning Inspectorate (The "Call-In" Power): Because Bury Council is acting as both the applicant and the judge, we can formally petition the Secretary of State for Housing, Communities and Local Government to "call in" the application. The National Planning Inspectorate can completely strip Bury Council of its decision-making power and reject the build based on the severe highways and infrastructure failures.

2. High Court Injunction (Judicial Review): If the Planning Committee votes to approve this build by deliberately ignoring mandatory safety metrics or environmental surveys, the resident action group can launch a Judicial Review. The High Court has the power to rule the council's decision unlawful and grant an immediate injunction to stop all diggers.

3. Statutory Objection from Greater Manchester Fire & Rescue Service: As a mandatory consultee, the fire service can legally object to the site layout if it is proven that the 4.9m road width will trap emergency vehicles and block access to our homes.

Please could you ensure that the Highways Authority, Environmental Health, and Building Control are formally notified of these infrastructure failures immediately, and that these points are logged as core arguments within your campaign?

Thank you for fighting for our community, it's greatly appreciated.

Objection 20

Dear Property Services Team,

RE: Notice of Proposed Disposal of Land at Milton Road, Radcliffe (Local Government Act 1972, Section 123)

I am writing as a local resident to register my formal objection to Bury Council's proposal to dispose of the open space land at Milton Road (Milton Meadows), Radcliffe, for the development of a Pupil Referral Unit (PRU).

While I support the provision of dedicated educational facilities for children requiring alternative provision, I strongly oppose the selection of Milton Meadows for this project. I request that the Council rejects this disposal and instead explores alternative, brownfield, or underutilised commercial sites within the borough.

My objections are based on the following grounds:

Loss of Vital Community Green Space: Milton Meadows is a well-used, highly valued asset for the Radcliffe community. It provides an essential open space for recreation, dog walking, and community events. Stripping the neighbourhood of this green lung directly contradicts efforts to maintain community well-being and health.

Ecological and Environmental Impact: The field is home to established biodiversity and wildlife. Developing this greenfield site will permanently destroy local habitats and goes against broader environmental sustainability targets.

Traffic, Infrastructure, and Access Constraints: The surrounding residential streets, including Milton Road and Westminster Avenue, are narrow and already experience traffic congestion. Introducing a school facility will severely worsen traffic flow, create parking hazards, and compromise road safety for local residents and children.

Availability of Alternative Sites: Radcliffe has several brownfield and vacant plots that are far better suited for structural development. Greenfield public open space should only ever be considered as an absolute last resort.

I urge the Council to take these community concerns seriously, halt the disposal of this cherished public land, and safeguard Milton Meadows for future generations.

Please acknowledge receipt of this formal objection and keep me informed of the outcome of the Section 123 consultation process.

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	New Ash Grove Additional Provision Academy	
Report of	Cabinet Member for Children and Young People	

1. Summary

- 1.1 The purpose of this report is to advise the Cabinet on the proposals to provide a new Ash Grove Alternative Provision (AP) Academy facility on the proposed site located on Milton Road, Radcliffe.
- 1.2 The proposed site was previously earmarked as a potential SEN school facility by the DfE. The DfE have confirmed that they no longer require the site for this purpose. Cabinet approval is now required to use the site for an alternative use, in this case a proposed AP facility for which there is an urgent requirement. Under Policy RT1/1 the site is protected for recreation provision in the urban area. A separate report is being submitted to Cabinet pertaining to any objections to a Public Open Space Notice for the disposal of the Milton Road site.
- 1.3 Approval for the full budget to deliver the project is being sought. This would include Design Consultant's fees to continue from RIBA Stage 4 through to 7. Set out below is the proposed funding strategy for the proposed development. There is also appended a full RIBA Stage 3 Report from the Council's Design Consultants and a Cost Plan that breaks down the requirements of the budget.
- 1.4 The Cost Plan is based on the designs contained within the appended Stage 3 Report. Approval is required from the Cabinet to submit these designs for full Planning Approval. The cost of the project is approximately £17m.
- 1.5 With the assistance of the Council's Procurement department, it is proposed to procure a suitable Contractor through a two-stage competitive express tender process via the Procure Partnership Framework as early as possible and then to enter into a Pre-Construction Service Agreement.

2. Recommendation(s)

- 2.1 Approve the use of the Milton Road site (*see appended site plan in Stage 3 Report*) for the proposed new Ash Grove Alternative Provision (AP) Academy.

- 2.2 Approve the current designs to be submitted for full Planning Approval.
- 2.3 Approve the funding strategy detailed below for a budget of £17m and delegate spending authority to the Executive Director of Place in conjunction with Director of Law and Governance to oversee implementation of relevant contracts.
- 2.4 Approve the Procurement strategy approach for the engagement of a suitable contractor/consultant team.

3. Reasons for recommendation(s)

- 3.1 To ensure the Council complies with an academisation legal agreement entered into with the Oak Learning Partnership Trust by providing a permanent school facility by September 2028.
- 3.2 Any delays in the proposed programme contained in the Stage 3 report could result in failure to deliver.
- 3.3 It is possible that legal action may be taken if the Council does not meet its contracted legal obligations. OLP could also take actions to withdraw six-day provision and renegotiate any remaining placement costs. Ultimately, it would further compromise the lives of some of Bury's most vulnerable young people having had their previous Radcliffe sites relocated to the current temporary locations of New Kershaw and Whittaker Street.
- 3.4 The additional cost in having to extend the rental agreements for the temporary modular buildings at Whittaker Street and New Kershaw to accommodate the Students at OLP Ash Grove beyond the agreed current two years could be at least £150,000.00 per annum.

4. Background

- 4.1 In December 2024 the Council made the commitment, via a legal agreement with the Oak Learning Partnership Trust, to provide a permanent one site location for the Alternative Provisions facilities by 2028.
- 4.2 This project seeks to provide a new Combined Alternative Provision (AP) facility in Bury to replace the temporary units located on the Whittaker Street, Park House and New Kershaw sites with a permanent new facility.
- 4.3 A facility that aims to create an inclusive, supportive, and adaptable learning environment that enhances the educational experience and outcomes for pupils. The goal is to deliver a purpose-built development that is fit for purpose.

The requirement is for:

- An Alternative Provision Academy catering for 136 pupils

- 4.4 Previously, a feasibility study was conducted to appraise the suitability of six other potential sites for the new development. However, none of the selected options were deemed suitable following the findings of a RIBA Stage 0 Feasibility Report.
- 4.5 A new site has now been identified as a potential location for the new AP Academy. The proposed site is located on Milton Road, Radcliffe, Bury. A feasibility was produced on the proposed site to see if the site suits the requirements of the required facilities and its suitability.
- 4.6 Following the success of the new RIBA Stage 0/1 feasibility report on the proposed Milton Road site. The new report was utilised to tender for a full team of consultants through the Procure Partnership Framework, with assistance of the Council's Procurement Team, to take the project up to RIBA Stage 3 Design and the Planning Application.
- 4.7 Working with members of the Oak Learning Partnership and CYPS, the design consultants are now working towards the completion of the Stage 3 report to establish a cost plan and submit a full planning application.
- 4.8 Using an express two-stage tender process, again through Procure Partnership, we have also had early engagement with a Contractor.
- 4.9 Post academy conversion Spring Lane School (Secondary PRU) became Ash Grove Alternative Provision Academy.

5 Impact of the OLP/DfE/Bury Council Agreement

- 5.1 There are strong reasons why every local authority needs dedicated alternative provision for children within its local area. Firstly, under Section 19 of the Education Act 1996, local authorities have a direct legal duty to arrange suitable, full-time (or equivalent) Alternative Provision (AP) for any child of compulsory school age who cannot attend a mainstream school due to exclusion, illness, or other reasons.
- 5.2 Local Authorities also have a duty to ensure there are sufficient school places for all children in the local area, including those in need of alternative provision. Guidance is clear that if the local authority identifies a shortage of alternative provision places for children, resulting in a significant number having to travel considerable distances to a suitable placement or being placed in inappropriate provision, local authorities should consider creating or expanding provision.
- 5.3 Because of the section 19 duty and the constant need for alternative provision for some children, local authorities in the past have maintained their own alternative provision (Pupil Referral Units) to provide education for excluded and vulnerable children. Over time, with academisation, central government funded alternative provision has diversified to include Academy APs. LAs can (and do) also legally commission external independent providers of alternative provision where

necessary. However, alternative provision within the maintained sector provides a means for the local authority to meet its legal obligations, while also having certainty on the cost of that provision.

- 5.4 Without maintained provision (either local authority-maintained AP, or an AP Academy under a Multi-Academy Trust), a local authority is dependent on purchasing provision from independent providers in the external market to discharge its statutory duty. This is a scenario akin to the duty to provide a homes for a child in public care or securing appropriate education for a child with an Education, Health and Care Plan: a non-delegable statutory duty on the local authority, which must be discharged and funded.
- 5.5 The quality of alternative provision in Bury and the use of unsuitable providers was one of the key areas of deficit identified in the SEND Local Area Inspection of early 2024. The AP Strategy for Bury was developed in response to this challenge, with Ash Grove on a permanent, single site being a cornerstone of the local approach.
- 5.6 Finally, the children in alternative provision are often amongst the most vulnerable children in the borough. There is often crossover involvement between children in alternative provision and other services (and statutory duties) of the local authority, especially around safeguarding and youth justice services. Having a local centre for alternative provision provides a hub for the most vulnerable children and families, which other support services can wrap around.

6. Potential alternative sites considered for the new Ash Grove Alternative Provision Academy

- 6.1 Following the legal agreement between Bury Council and Oak Learning Partnership in December 2024, AFL Architects were commissioned to carry out a feasibility study of potential sites for the new Ash Grove Alternative Provision Academy. Six potential sites were then identified. Officers were required to identify a site which fully meets the needs of a combined AP provision, learning lessons from the implementation of temporary facilities at New Kershaw Centre and Whittaker Street.

A brief summary of AFL's report (available on request) is below. The current proposed design has the site area required for the new facility as being 9,267m².

- **Belle Vue Terrace - Approx site area = 3,911m²**
Site area is not sufficient for size of school required.
- **New Kershaw Centre - Approx site area = 4,724m²**
Site area is not sufficient for size of school required.

- **Whitefield Centre - Approx site area = 2,251m²**
Site area is not sufficient for size of school required.
- **Redvales South - Approx site area = 36,692m²**
DfE using the top of site for new school. Lower end of site currently used by the community for 3 football pitches. Sport England would object to the loss of football pitches.
- **Wellington Road without Grundy Hub - Approx site area = 9,991m²**
Heavily contaminated site would have added approximately £3m to the budget to carry out the necessary remedial works to the ground.
- **Wellington Road with Grundy Hub - Approx site area = 13,458m²**
Heavily contaminated site would have added approximately £3m to the budget to carry out the necessary remedial works to the ground and additional cost of replacing the Grundy Hub.

6.2 The Milton Road site provides the best opportunity to deliver all requirements of a modern combined AP facility with the fewest compromises, offering a strong combination of low building height with substantial outside and activity space within a welcoming and attractive setting.

6.3 Construction of the facility on other site would result in compromises to the proposed building and facilities in terms of scale, function or provision of outside space.

7. Statement from the Oak Learning Partnership Trust (Service providers for the existing Ash Grove Alternative Provision Academy)

7.1 Oak Learning Partnership agreed to sponsor Ash Grove School (*formerly Spring Lane*) at a time when the provision was facing significant challenges and undergoing substantial organisational change. The Trust assumed responsibility during a period of transition when the school was relocating from its previous site in Radcliffe and operating from temporary accommodation provided by Bury Council.

7.2 Since sponsorship commenced, Oak Learning Partnership has worked closely with Bury Council and partners to stabilise school leadership, strengthen educational provision and improve outcomes for some of the borough's most vulnerable children and young people. This activity has been undertaken in the context of temporary accommodation which presents some limitations in terms of capacity, flexibility and the overall learning environment available to pupils.

7.3 The Trust has worked closely with Bury Council to design a high-quality alternative provision facility in line with previously agreed academisation agreements. It

considers the delivery of the new school building to be critical to ensuring that pupils can access high-quality facilities and specialist support. The Trust is committed to working collaboratively with the Council to achieve this objective, although it is concerned that significant delay to the agreed programme could have implications for future service delivery, contractual arrangements and the educational experience of pupils.

- 7.5 The Trust believes that provision of a new alternative provision facility represents an important opportunity to improve outcomes for children and young people who require specialist support and will build on improvements made over recent years.

8. Links with the Corporate Priorities:

- 8.1 The delivery of the new Ash Grove Alternative Provision Academy directly supports Bury Council's Let's Do It! Strategy and its overarching ambition to reduce deprivation, improve residents' quality of life and ensure that every child has the opportunity to achieve the best possible start in life.
- 8.2 The AP Academy will replace temporary accommodation across several sites with a single, purpose-built facility capable of supporting up to 136 pupils. This will help vulnerable pupils receive suitable education and specialist support within their own borough.
- 8.3 The proposed facility will include a highly energy-efficient, all-electric design will incorporate enhanced insulation, air-source heat pumps, heat-recovery ventilation, solar panels, intelligent building controls and electric-vehicle infrastructure, helping to reduce operating costs and carbon emissions while creating a resilient facility for future generations.
- 8.4 Bury Council, Oak Learning Partnership, Children and Young People's Services have collaborated on the proposed draft design, and this partnership approach will be complemented by continued community involvement, including provision of a dedicated community area associated with the existing community garden and measures to deliver biodiversity improvement.
- 8.5 Finally, the scheme adopts a Strengths-based approach by building upon the progress already made by Ash Grove and Oak Learning Partnership, the expertise of education and support professionals, and the resilience and potential of the children, families and communities the Academy will serve. Rather than defining pupils by the barriers they face, the purpose-built environment will provide the specialist facilities, flexibility and support needed to improve educational participation, attainment, wellbeing and longer-term life opportunities. The facility will therefore address an identified weakness in Bury's current alternative provision arrangements while building upon established local partnerships and successful practice to create a sustainable, long-term service.
-

9. Equality Impact and Considerations:

- 9.1 An initial screening has been completed which shows no equalities concerns at this stage. The procurement framework will ensure compliance with equalities legislation and a full impact assessment will be completed as part of initial work with contractors on this project and will be continually reviewed as the project progresses

10. Environmental Impact and Considerations:

Energy Strategy

- 10.1 The proposed design follows a simple approach: reduce energy use first, use energy as efficiently as possible second, and generate renewable energy third. By focusing on a well-insulated and airtight building, efficient building systems, and renewable energy generation, the school aims to achieve very low running costs and carbon emissions.
- 10.2 The design is targeting an energy performance level in line with Department for Education guidance for special schools, while also supporting Greater Manchester's wider carbon reduction goals.

11. Key Features of the Proposed Design

11.1. Highly insulated building:

The building will be constructed with insulation and glazing that perform significantly better than current Building Regulation minimum standards. This helps keep heat inside during winter and outside during summer, reducing the amount of energy needed to heat and cool the school.

11.2. Low-carbon heating with no gas:

Heating will be provided by highly efficient air source heat pumps, which extract heat from the outside air rather than burning gas. Warmth will be distributed through ceiling-mounted heating panels, allowing different areas of the school to be heated independently as needed.

11.3. Smart ventilation with heat recovery:

Classrooms and other occupied spaces will be fitted with ventilation systems that automatically adjust based on room usage and air quality. These systems recover heat from outgoing air and use it to warm incoming fresh air, improving comfort while reducing energy consumption.

11.4. Keeping the building cool naturally

Wherever possible, the design will use natural ventilation to maintain comfortable temperatures. Detailed computer modelling will be carried out to ensure the building remains comfortable during hotter summers and future climate conditions.

11.5. Energy-efficient sports hall ventilation

The sports hall will use roof-mounted ventilation units that harness natural airflow and include heat recovery technology. Integrated solar panels will help power the system and further reduce energy use.

11.6. Solar power generation

Roof-mounted solar panels will generate renewable electricity for the school. The system will be sized to provide a substantial proportion of the building's annual energy needs and help meet Department for Education sustainability targets.

11.7. Efficient hot water systems

Hot water will be produced using energy-efficient heat pump technology in areas with high demand, while smaller local water heaters will be used elsewhere to minimise wasted energy. Controls will ensure equipment shuts down outside school operating hours.

11.8. Intelligent building controls

A central Building Management System (BMS) will monitor and control heating, ventilation and other building services. This allows energy use to be tracked, faults to be identified quickly, and systems to operate as efficiently as possible.

11.9. Electric vehicle charging

The car park will include electric vehicle charging points, with additional infrastructure installed to allow more chargers to be added in the future as demand grows.

11.10. Energy-efficient external lighting

LED lighting will be used throughout the external areas. Automatic controls will ensure lights are only used when needed, reducing energy consumption, maintenance requirements and light pollution for neighbouring properties.

Overall, the school is being designed as a highly energy-efficient, all-electric building. By combining excellent insulation, heat pumps, heat-recovery ventilation, solar panels, smart controls and electric vehicle infrastructure, the development will minimise both energy consumption and carbon emissions, while remaining comfortable and resilient for future generations.

11.11 Biodiversity

There is a requirement under Planning Regulations to increase the biodiversity of the site by 10%. Given the existing community garden involvement within the site, the proposal is to provide a dedicated area for the community and help increase that particular biodiversity element. This is detailed further within the RIBA Stage 3 Report appended.

12. Assessment and Mitigation of Risk:

Risk issues	Management Strategy/ Mitigation
Strategic - Business and External risks	
Reputational – confidence in the ability of BC to deliver objectives undermined	Appointing an expert and experienced delivery team Effective project management structures
Catastrophe risk – inherently unpredictable events – Covid, Brexit	Appropriate contingency provision in programming and budget
Regulatory risk – changes in laws and regulations New planning bill - new design standards New building regs	Appropriate standard and negotiated clauses in the contract document. Risk apportionment Ongoing proactive approach to risk management
Delivery Risks	
Site conditions – risk that adverse / unforeseen site conditions result in cost increases	Site investigations – full SI report Appropriate cost planning and contractor engagement Form of contract / warranties etc
Build risk – risk associated with contractor management / underperformance / site characteristics	Effective contract management following the Government Construction Strategy involving: Form of contract – NEC 3 short form Soft-landing provisions - Operational led design Contract retentions
Supplier risk – availability of expert contractors for site clearance and specialist activities; risk of contractor failure	Procurement strategy Due diligence – transfer risk to main contractor Contracting – risk transfer Local labour vs established operators

Programme risk	
Permissions – risk that delays in securing planning, building regs and highways approvals impacts on programme	Early engagement – pre-application Ensure planning strategy aligned with delivery strategy – phasing of applications Managing statutory consultees Minimise pre-commencement conditions
Procurement – the risk that strategy results in delays / impacts on objectives	Early engagement with contractor with a two stage approach Phasing plan – staged approach Form of contract – (standard form) Use of frameworks
Financial risk	
Project costs – risk that capital costs increase above projections	Carry out investigations and site surveys Procure expert advice via consultant team Contingency and Optimism Bias allowance, including appropriate sums for inflation Risk allocation to contractor (as stipulated in the contract) Monitoring of works progress via TAs and Clerk of works, and maintaining contractor relationship Manage iterative value engineering through RIBA Stages Project budget oversight and management via internal and external governance structures

13. Procurement Implications:

- 13.1 The proposed procurement strategy has been developed in conjunction with the Council's Procurement Team and is designed to support the delivery of the new AP Academy within the required programme and budget constraints.
- 13.2 A two-stage competitive tender process will be undertaken through the Procure Partnerships Framework, which is a compliant procurement route under the Public Contracts Regulations and provides access to suitably experienced contractors with a proven track record in delivering education and public sector projects.
- 13.3 The initial stage will involve the appointment of a contractor under a Pre-Construction Services Agreement (PCSA). This approach will facilitate early contractor involvement, enabling collaboration with the design team during the pre-construction phase to develop the design, undertake value engineering, identify and mitigate project risks, and improve cost certainty prior to the commencement of construction works.
- 13.4 Following successful completion of the pre-construction phase and agreement of an acceptable contract sum, the Council intends to enter into a JCT Design and Build Contract for the delivery of the works. The proposed approach is expected to provide the following benefits:

- Early contractor engagement to support programme certainty and timely delivery of the facility by September 2028.
- Improved cost control and market testing through a competitive tender process.
- Identification and mitigation of construction, programme and site risks at an early stage.
- Opportunities for value engineering whilst maintaining the educational and operational requirements of the scheme.
- Access to contractors with relevant experience of delivering education facilities and public sector developments.
- Compliance with the Council's Contract Procedure Rules and relevant procurement legislation.

13.5 The use of the Procure Partnerships Framework is considered an appropriate and proportionate procurement route for a project of this scale and complexity and will support the Council in achieving value for money whilst maintaining quality and programme objectives.

14. Legal Implications

14.1 The Council has statutory duties under section 19 of the Education Act 1996 to secure suitable full-time education (or such part-time education as is appropriate) for children of compulsory school age who, because of exclusion, illness or other reasons, are unable to attend mainstream school and would not otherwise receive suitable education. The Council also has wider statutory responsibilities in relation to the sufficiency of educational provision within the Borough. The development of a permanent alternative provision facility will assist the Council in meeting those duties.

14.2 In December 2024, the Council entered into a legally binding agreement with Oak Learning Partnership in connection with the academisation of Ash Grove Alternative Provision Academy. The agreement includes commitments relating to the provision of a permanent facility for the Academy. The proposals set out in this report support the Council in discharging those contractual obligations.

14.3 The proposed development is subject to a number of statutory processes and regulatory requirements, including planning and land-related requirements.

14.4 Any procurement undertaken pursuant to the approvals sought in this report must be conducted in accordance with the Council's Constitution, Contract Procedure Rules, Financial Procedure Rules and all applicable procurement

legislation. Legal Services and Procurement officers will support the proposed procurement process and the preparation and completion of all associated contractual documentation.

15. Financial Implications:

15.1 £3.384m of unallocated Basic Needs grant and estimated capital receipts have been identified to support the overall £17m estimated cost. The remaining £13.616m estimated cost would need to be funded from additional prudential revenue borrowing with estimated additional revenue costs of £445k in 2027/28, rising to £805k in 2028/29 and increasing to £1.140m recurrently for 40 years from 2029/30 based on the anticipated spend profile. These additional costs will need to be reflected in an updated MTFS and increase the budget gap. Officers will continue to look at options for identifying additional funding options to reduce this revenue pressure where possible through either external funding, additional capital receipts or repurposing any underspends within the capital programme.

16. Appendices:

Please list any appended documents (please save these as clearly labelled separate documents in the Teams folder).

16.1 RIBA Stage 3 report and cost plan

16.2 Planning Consultants Public Consultation Report

Background papers:

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

Not applicable

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

Term	Meaning

Cassidy⁺
Ashton

Architecture + Building Surveying + Town Planning

Ash Grove AP Academy, Milton Road, Radcliffe

Stage 3 Design Report

For **Bury Council**

September 2026

CASSIDY + ASHTON

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APPLICANT: Blackburn with Darwen Borough Council

PROJECT: Bridge House

TITLE: Stage 3 Design Report

STATUS: FINAL

DATE: September 2025

DOCUMENT PRODUCTION RECORD

	Name:
Prepared by:	Darren Pickens

DOCUMENT REVISION RECORD

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Appendices

1.0 INTRODUCTION

- 1.1 Cassidy + Ashton have been appointed as Architect and lead designer on This report outlines the developed design for the proposed construction a new alternative provision (AP) educational facility, on land at Milton Road in Radcliffe, Bury.
- 1.2 The development proposes the construction of a two-storey alternative provision (AP) educational facility, alongside the installation of MUGA facilities, parking areas, new access points, external play space, enhanced community open space provision and boundary and landscaping works.
- 1.3 The Oak Learning Partnership currently operates their AP facility, Ash Grove School, from three temporary locations at the New Kershaw Centre on Deal Street, Park House on Chesham Road and modular premises on Whittaker Street. It is considered that the amalgamation of these facilities onto a single site will be hugely beneficial to the operations and efficiency of the facility.
- 1.4 The Local Authority has a statutory requirement to make arrangements to provide suitable education for all children of school age, including where, because of exclusion, illness or other reasons they would not otherwise receive such education. The existing AP sites are not suitable to accommodate this provision long-term nor is it preferable to provide education across three separate sites. Therefore, Bury Council has identified the application site for redevelopment to serve as the location for a new stand-alone AP facility.

2.0 SITE CONTEXT

SITE LOCATION AND DESCRIPTION

- 2.1 This application relates to land located on the northern side of Milton Road in Radcliffe, Bury, as identified in Figure 1. The site extends to **15,284sqm.**



Figure 1 - Site Location (Source: Google Earth)

- 2.2 The site comprises an area of open space with unmaintained grass and substantial trees and hedgerows along its boundaries. The southern boundary of the site is open, with planters, a substation and signage located along it. There are limited instances of littering across the site.
- 2.3 The wider area is predominantly residential, with existing residential properties bounding the site on all sides. The rear of terraced and semi-detached properties on Kilburn Road adjoins the site to the north, whilst to the east bungalows are located along Wordsworth Avenue, with two-storey terraced properties on Coronation Road. To the south are two-storey terraced and semi-detached properties located along Milton Road and to the west are semi-detached properties on Chaucer Avenue.
- 2.4 Land levels within the site appear to rise from west to east towards a formalised pedestrian pathway which runs north-south, linking Milton Road with Kilburn Road. The southern boundary of the site is entirely open for pedestrian access with access also possible from the

west of the site, with a ginnel present outside of the application site boundary connecting Chaucer Avenue to Kilburn Road.

PLANNING DESIGNATIONS

- 2.5 The site is currently designated within the Unitary Development Plan (UDP) under Policy RT1/1 as a site protected for recreation provision in the urban area, as identified in Figure 2 below. This designation is retained in the Publication version of the emerging Bury Local Plan.
- 2.6 The Greater Manchester Places for Everyone Plan does not explicitly designate the site, concentrating on strategic policy objectives.

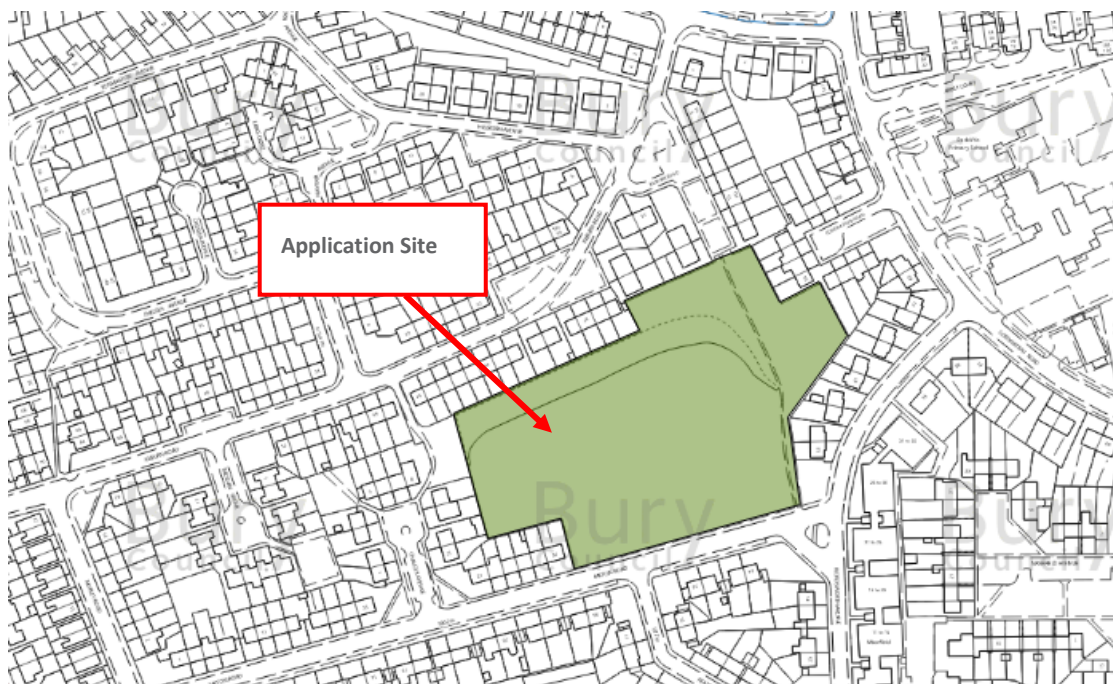


Figure 2 – Planning Policy Designations for the site under the UDP (Source: Bury Council)

- 2.7 The site is located wholly within Flood Zone 1 and there are no heritage assets, nor ecological or landscape designations associated with the site.

PHOTOGRAPHIC APPRAISAL

- 2.8 As existing, the application site comprises a grassed area which appears unmaintained. The photographs provided in Figures 3-5 illustrate this, with a detailed photographic appraisal provided in the accompanying Design and Access Statement.

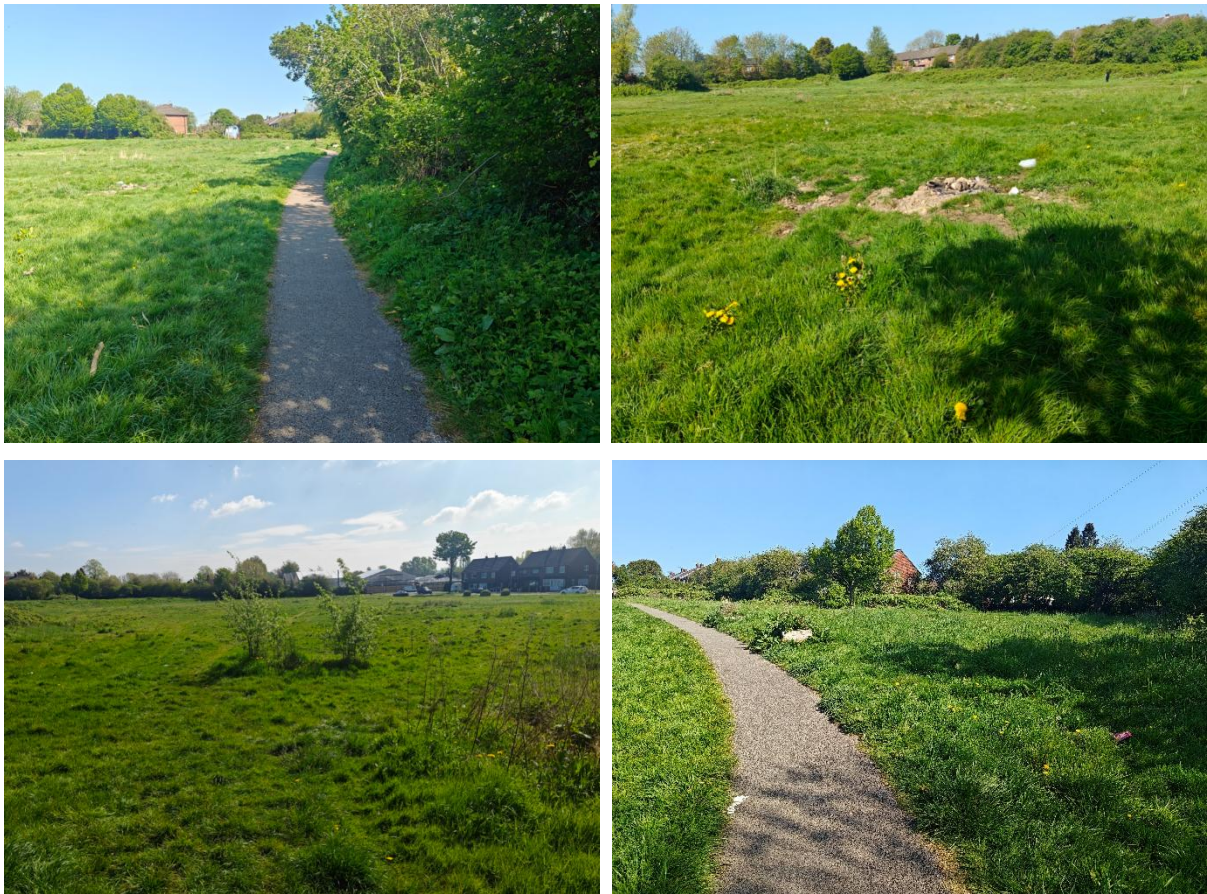


Figure 3 – Photographs of Application Site (Top Left: from within site looking north along footpath on eastern boundary, Top Right: from within site looking north-west, Bottom Left: from within site looking south-east, Bottom Right: from within site looking north-east on footpath)

3.0 STAKEHOLDER ENGAGEMENT

Engagement has been a key part of the design process. Regular meetings have been held with both Bury Council and the Oak Learning Partnership to ensure a full understanding of client and end user requirements. These discussions have directly shaped the developing scheme and its alignment with regulatory frameworks. Design responses have generally been developed in drawing form, documented in the appended general arrangement drawings.

A number of design team reviews have been undertaken with Bury Council + OLP including site visits to the existing premises at New Kershaw and Whittaker Street, where engagement meetings were held directly with vocational leads to ensure spatial and functional compliance.

The design team has maintained active dialogue with sub-consultants and key stakeholders to ensure a coordinated and responsive approach across all design disciplines.

A Public Consultation was carried out with the local community on Tuesday 29 September. Due to the proximity of the consultation to completion of this report, the findings have not been included but will be published separately.

4.0 DESIGN DEVELOPMENT

Stage 3 design work further developed the agreed Stage 2 layouts through client and stakeholder discussions and the developed knowledge of existing site and structural constraints. These documents include:

Key Design / Layout Principles

- The existing building comprises a total Gross Internal Area of 3,028m². 1,805m² at Ground Floor and 1,223m² at first floor.
- The total proposed school site area is 9,723m² including entrance areas and arrival areas, car parking, external play / Multi-Use Games Areas. This includes an area of 1,929m² of community garden space.
- A further 5,562m² of existing land outside of the red edged boundary could potentially form further community / landscaped areas subject to ongoing review with Bury Council in regard to community involvement.
- The main entrance to the building is located on the principal faced to Milton Road and serves as a staff and visitor entrance, with associated parking areas.
- The building is designed with the requirements for Key Stage 3 and Key Stage 4 pupils in mind, to aid learning and ensure shared access to facilities, whilst aiding operational matters in regard to circulation and segregation:
 - Two pupil entrance features within the design. KS3 Pupil entrance is located on the east side of the development, whilst KS4 entrance is focused to the west. This allows sufficient management of arrival / exits points and allows the building to be laid out in a manner which is relevant for the needs of each key stage.
 - KS3 is solely contained with the eastern single storey element of the building with access to centrally located shared spaces such as a gym, main hall and the occasional use of 1st floor classrooms.
 - KS4 is focused over the two-storey element of the building, also with shared use of central spaces. KS4 consists of 9 independent Classrooms and 4 Practical Vocational Spaces each with an associated theory / learning space. Vocational Spaces include:

- Construction – Brickwork – with access to external construction yard + store
 - Construction – Joinery
 - Hair and Beauty
 - Hospitality and Catering
- A further vocation in Horticulture is addressed through a dedicated external space;
- KS3 access to Food Technology spaces is offered at first floor, in close proximity to Hospitality + Catering areas;
- The arrangement of the building footprint is also influenced through operational requirements to provide segregation between KS3 and KS4 areas. The 'L' shaped arrangement permits the positioning of associated external spaces with segregation in mind:
 - Key Stage 3 external spaces are limited to the width of the single storey structure within which KS3 is accommodated; this allows the external spaces to be contained within a zone directly behind the classroom areas and permits clear lines of segregation.
 - KS3 MUGA is accessed primarily from Classrooms via. sensory gardens;
 - The 'L' Shape return leg of the building on a north-south axis allows KS4 spaces to be formed to both the east and west elevations. The eastern space forms garden spaces and covered activity areas whilst the west forms a MUGA and smaller ancillary spaces.

Appearance

The external appearance of the building is considered against the context of the neighbouring residential area, with an emphasis on reducing the perception of building mass. This was developed in consideration of a 'layering' of the building, through a mix of single and two storey elements and two-tone brickwork breaking down the main two storey elements into sensitively contrasting horizontal bands.

The window fenestrations and arrangements, based on 900mm wide variations of one, two and three pane opening widths, give the building an appearance more domestic in scale and appearance which better reflects the adjacent residential areas and minimises the perception of a commercial or corporate feel.

The buildings siting in a green open space necessitates a sensitive touch and the design approach has been to use natural and warm tones in material choice to both soften the appearance of the building, relate better to the retained existing green spaces and to better contribute to a developing landscaping proposal, whilst appearing as a naturalistic and welcoming venue.

Brie soleil is used to the principal south elevation and western return, to assist with protection against overheating.

Brickwork facades are utilised to ensure robustness whilst contributing to natural tones and considered building details to assist in providing visual relief to the façade:

- A two-tone brick is used at low level which steps to add visual interests
- String courses are used to add definition between two-tone and single brick areas of façade
- A lighter brick is proposed to the upper levels of the building to promote a '*lighter*' aesthetic.
- Simple, linear protruding brickwork courses are provided within the upper parapet levels to the principal facade, for visual interest and to visually dissolve the parapet mass.

Windows and doors are intended to be provided in light bronze powder coated aluminium to respond to and compliment the natural brickwork tones.

5.0 STRUCTURE + CIVILS

A comprehensive Stage 3 Report Structural Report has been issued by KODA Ref. 240171-KOD-Z1-ZZ-T-S-0005. Summary points are highlighted below

- **Building design:** Two-storey, steel-framed education facility with a suspended ground floor and coordinated external works.
- **Ground conditions:** Variable made ground, approximately 0.40–2.65 m deep, over natural cohesive soils and weathered bedrock; deeper made ground and softer organic material occur locally in the north-east.
- **Groundwater:** Encountered locally and will need to be managed during excavation, foundation construction and below-ground works.
- **Mining risk:** Historical coal mining creates a residual ground-instability risk. Proof drilling and grouting are recommended beneath buildings and highways in the northern and western areas.
- **Contamination:** Elevated lead and PAHs were found in near-surface made ground, with trace asbestos in one shallow sample. Remediation, clean cover, worker protection and suitable waste management will be required.
- **Ground gas:** Precautionary **CS₂ gas protection measures** are recommended unless further monitoring confirms they are unnecessary.
- **Ground floor:** Proposed as a **250 mm suspended reinforced-concrete slab**, with deeper perimeter and local thickenings, to reduce settlement risks associated with the variable made ground.
- **Foundations:** Pad foundations are proposed in competent natural strata or bedrock. Unsuitable material should be removed and replaced with lean-mix or mass concrete.
- **Structural frame:** Hot-rolled **S355 steel frame**, generally to Execution Class 2, with vertical bracing in both principal directions.
- **Floors and roof:** **200 mm precast hollowcore planks** with a **100 mm structural concrete topping**, designed to act as diaphragms transferring lateral loads to the braced bays.
- **Structural robustness:** The building is classified as **Consequence Class 2b** and will include horizontal and vertical tying to address disproportionate-collapse requirements.
- **Design loads:** Allowances cover teaching, office, circulation and assembly spaces, plant, partitions, ceilings, services, photovoltaic panels, wind, snow and local accumulation effects.

- **Specialist design:** Contractor-designed items will include steel connections, holding-down systems, precast units, temporary works, lightweight framing, curtain walling, masonry supports, balustrades and secondary steelwork.
- **Site levels:** The building platform will be raised where practical to minimise excavation and material removal. External levels will fall away from the building and provide safe exceedance-flow routes.
- **Drainage:** Separate foul-water and surface-water systems are proposed, ultimately connecting to the existing combined public sewer.
- **Surface-water management:** On-site attenuation will combine below-ground storage with permeable construction in parking and MUGA areas. Discharge of up to **8 litres per second** may be acceptable, subject to Lead Local Flood Authority approval.

6.0 MEP, SUSTAINABILITY + ENVIRONMENTAL STRATEGY

Sustainability is embedded within the design through the following factors:

1. Fabric-First Energy Strategy

- Building elements (walls, floors, roofs, glazing, doors) are designed to be approximately 30% more thermally efficient than minimum regulatory standards, reducing energy demand at source.

2. Net Zero Carbon Operational Target

- The scheme aims for low Energy Use Intensity (EUI) and strives to achieve or approach Net Zero Carbon in operational energy, following DfE and local policy targets.

3. Onsite Renewable Energy Generation

- Solar photovoltaic (PV) panels are specified to generate at least 45 kWh/m² annually, covering a minimum of 60% of the building's total energy use.

4. Air Source Heat Pumps (ASHPs) for Heating and Hot Water

- High-efficiency electric ASHPs provide heating and hot water, eliminating the need for gas and reducing carbon emissions.

5. Mechanical Ventilation with Heat Recovery (MVHR)

- Each classroom and key space is equipped with MVHR units, recovering heat from exhaust air to pre-warm incoming air, improving energy efficiency and indoor air quality.

6. Advanced Building Management System (BMS)

- A central BMS monitors and controls energy use, optimizes system performance, and enables real-time energy metering and fault detection for ongoing efficiency.

7. Daylight and Lighting Controls

- Internal lighting is designed for energy efficiency, with daylight dimming, presence/absence detection, and anti-ligature, low-glare luminaires to minimize energy use and support wellbeing.

8. Electric Vehicle (EV) Charging Infrastructure

- Active EV charging points are provided for at least 10% of parking spaces, with passive provision for an additional 10%, supporting the transition to low-carbon transport.

9. Natural and Passive Ventilation Strategies

- Where possible, natural ventilation is used in circulation spaces and perimeter rooms, reducing reliance on mechanical systems and associated energy use.

10. Compliance with Local Policy Standards

- The design targets align with Greater Manchester's carbon neutrality goals for 2038, including whole life cycle emissions consideration.

The above measures collectively ensure the scheme is designed with sustainability as a core principle, addressing energy efficiency, carbon reduction, and future resilience.

7.0 ACCESS + HIGHWAYS

7.1 Principal access is from Milton Road as follows:

A new access is formed to the south-west extremity of the site and allows for the following:

- Access to 21No. Staff Parking Spaces
- Access for pupil related vehicles at drop of times and pick up times
- Access for a small construction supplies vehicle (7.5 tonne)
- The entrance is also provided with a new pedestrian access for KS4 pupils

A further access is formed centrally on the site from Milton Road. This provides access as follows:

- Access to 20No. Staff Parking Spaces
- Access for pupil related vehicles at drop of times and pick up times
- Access to small delivery vehicle
- Access for visitors
- The entrance is also provided with a new pedestrian access for KS3 pupils, staff and visitors

7.2 Milton Road has been confirmed as sufficient width at 7.3m by our Highways Consultant:

"The carriageway width of Milton Road measures 7.3m which is a standard width even when accommodating high proportions of commercial vehicles, which is the not the case with the proposed Academy and is clearly sufficient to serve the proposed development. Notwithstanding this, it is an existing highway which operates without any record of highway safety concerns, which will be fully assessed as part of the Transport Assessment to be submitted with the planning application. The Transport Assessment will also consider the effects of the additional traffic generated, which will be assessed in relation to the policy requirements of NPPF."

7.2 The existing pedestrian footway running along the eastern boundary of the site will be retained and enhanced, with the additions of community gardens and ecological upgrades.

7.3 It is understood that the north-west corner of the site contains an access route from Chaucer Avenue, the feasibility of retaining this access for community use needs to be reviewed.

8.0 INCLUSIVE DESIGN

The proposed design prioritises inclusive access for all users. Three new entrance points have been created with level access. Disabled parking bays are positioned close to the main entrance with appropriate gradients provided to the main entrance.

Internally, circulation has been designed to comply with Approved Document M2 and relevant Building Bulletins, ensuring accessible horizontal and vertical movement. Facilities, including WCs and breakout spaces, are appropriately sized and equipped. Secure cycle storage and clear signage further enhance the accessibility and functionality of the site.

9.0 ECOLOGY + LANDSCAPE DESIGN

9.1 PRELIMINARY ECOLOGICAL ASSESSMENT AND BNG

A preliminary ecological assessment of the site was undertaken by Rachel Hacking Ecology in July 2026. The report Reference is RHE.4805 and the finding of the report are summarised below:

- **Site baseline:** The approximately 1.1 ha site is mainly **poor-condition modified grassland**, with edge scrub, outgrown hedgerows and occasional trees. No irreplaceable habitats were identified.
- **Ecological importance:** Grassland, scrub and trees are of **site-level importance** only. There are no statutory designated sites within 1 km, and no effects on designated sites are expected. Although the site falls within Ashclough SSSI's Impact Risk Zone, Natural England consultation is not required for this proposal.
- **Protected species:** No further species surveys are required. The site has low suitability for bats, amphibians, reptiles, badgers, rare plants and aquatic species. Trees, hedgerows and scrub may support common nesting birds; scrub also provides potential shelter and foraging habitat for hedgehogs.
- **Development impacts:** Construction would remove most modified grassland and minor areas of scrub. Retained trees and hedgerows could be damaged by compaction or machinery unless protected. Scrub removal could affect nesting birds and hedgehogs.
- **BNG position:** The current baseline is **4.69 area units**, while the proposed development provides **3.88 area units**: a net loss of **0.81 units (17.32%)**. The proposal also fails the metric trading rules because it loses medium-distinctiveness scrub. Hedgerow figures remain incomplete in this draft.
- **Key mitigation:** Use a Construction Environmental Management Plan and Habitat Management and Monitoring Plan; protect retained trees and hedgerows through a Tree Protection Plan; and avoid scrub clearance during the March–August bird-breeding season unless an ecologist confirms there are no active nests.
- **Recommended enhancements:** Include **native scrub** in landscaping to reduce the BNG deficit and meet trading rules; consider a small wildlife pond as an educational and

ecological feature; install nesting features for birds, including house sparrows; and incorporate integral bat boxes in the new building.

- **Residual BNG requirement:** If landscaping cannot eliminate the deficit, remaining biodiversity units would need to be purchased from a habitat bank.
- **Overall conclusion:** The scheme is considered ecologically feasible without further surveys, subject to protecting retained habitats, managing vegetation clearance appropriately, and delivering sufficient on-site or off-site BNG compensation.

It should be noted that the above recommendations are being reviewed in light of recent changes to the site plan and red edge boundary drawing which will accompany the planning application. The BNG baseline will therefore be impacted however, it is expected that due to the reduction in site area, this should have a positive impact on the BNG baseline, meaning that off-site contributions may potentially be reduced.

The amended PEA is due for completion on 2 October 2026.

9.2 LANDSCAPE DESIGN

The scheme comprises substantial soft landscaping input in terms of provision within the school grounds, community spaces outside of the school boundary and contributions to the required 10% biodiversity net gain.

TEL Landscape Architects drawing numbered MR26-043/102 Rev. B describes the current inclusions for the landscaping scheme within the site boundary of the school.

Further discussion is ongoing in regard to the development of the community spaces particularly through the public consultation process which was carried out on the evening of 29 September 2026. The proximity of the consultation to the Stage 3 submission date dictates that the findings of the consultation cannot be included within this report.

It is expected that the Landscaping scheme will be updated in due course, in consideration of the developing community needs and the requirements of the amended BNG assessment being prepared by the project ecologist.

10.0 PLANNING CONTEXT AND STATUS

10.1 PRE-APPLICATION DISCUSSIONS

A pre-application advice request was submitted to Bury Council's Planning Department on the 18th August 2026, with a written response issued on the 26th August 2026.

Comments were received from the responding officers regarding the principle of development on this designated site, which is identified in the Local Plan for recreation provision. It was concluded that the proposed specialist educational facility could deliver substantial social and educational benefits which can carry considerable weight in considering the balance against the loss of designated protected open space. However, to support the Council in assessing the proposals they requested that the following information be provided to accompany any planning application:

- A Planning Statement setting out the policy justification for development on protected recreation land
- A demonstration of the benefits arising from and the need for the unit and the consequences of not providing the facility
- An Open Space Assessment demonstrating the recreational value of the site and the effect of its loss, informed by the findings of the Bury Open Space Assessment (March 2026) and the latest NPPF (2026)
- Evidence that alternative suitable sites have been considered, particularly previously developed land and existing educational sites
- Details of any proposed replacement or enhanced open space provision, where appropriate
- A high-quality landscape strategy demonstrating how the development will retain as much green infrastructure as possible and enhance biodiversity
- A Transport Assessment or Statement addressing accessibility by sustainable modes, pupil transport arrangements, parking and highway impacts

Each of the above will be thoroughly evidenced in the full planning application when formulated.

Further comments were raised in respect of technical matters pertaining to the proposals which will be addressed through the provision of supporting documents, drawings and reports which comprise the proposed application.

10.2 FULL PLANNING APPLICATION

A full planning application is prepared and ready for submission upon Client Approval to submit. We understand that a decision on submission of the planning application will be made at Bury Council Cabinet meeting on 14 October 2026.

The submission will be made as soon as reasonably practical following approval and instruction to proceed.

11.0 ACOUSTIC DESIGN

A Noise Impact Assessment Ref. R2498-REP01-PC has been undertaken by Red Acoustics.

The report concludes as follows:

“An assessment of the existing environmental sound climate and the potential noise impact of the proposed school development has been undertaken. The assessment indicates that suitable internal noise levels can be achieved through appropriate facade, roof and ventilation design. Noise from the proposed MUGA areas and future mechanical plant can also be controlled to acceptable levels at the nearest NSRs.

Subject to the recommendations set out in this report being incorporated into the detailed design, the assessment concludes that noise should not be a constraint to the proposed new school development.”

12.0 FIRE STRATEGY

The fire strategy has been developed in accordance with BB100 and the functional requirements of Approved Document B of the Building Regulations.

The strategy is currently being documented in drawing form and will be available for review within Cassidy + Ashton drawing series, 8000.

13.0 STAGE 3 APPROVAL

We understand that Bury Council Cabinet Meeting on 14 October will determine the progression of the project beyond Stage 3, to Stage 4 – Technical Design.

We therefore await Cabinet Approval to proceed with submitting a full Planning Application to Bury Council and await instruction to commence Stage 4.

Appendices

This report should be read in conjunction with the following Architects Drawings:

EXISTING

- 13921-ASH-CAA-ZZ-ZZ-D-A-1001 P2 – LOCATION PLAN
- 13921-ASH-CAA-XX-XX-D-A-1002 P1 – EXISTING SITE PLAN
- 13921-ASH-CAA-ZZ-ZZ-D-A-1003-P2-EXISTING SITE SECTIONS
- 13921-ASH-CAA-ZZ-ZZ-D-A-1008-P1-PROPOSED SITE VISUALS

PROPOSALS

- 13921-ASH-CAA-ZZ-ZZ-D-A-1004-P10-PROPOSED SITE PLAN
- 13921-ASH-CAA-ZZ-ZZ-D-A-1005-S3-P4-PROPOSED SITE SECTIONS
- 13921-ASH-CAA-ZZ-ZZ-D-A-1006-P2-BOUNDARY + HARDSCAPE TREATMENTS
- 13921-ASH-CAA-V1-00-D-A-2001-P8-PROPOSED GROUND FLOOR PLAN
- 13921-ASH-CAA-V1-01-D-A-2002-P8-PROPOSED FIRST FLOOR PLAN
- 13921-ASH-CAA-V1-02-D-A-2003-P5-PROPOSED ROOF PLAN
- 13921-ASH-CAA-V1-XX-D-A-2004-P5-PROPOSED ELEVATIONS 1 OF 2
- 13921-ASH-CAA-V1-XX-D-A-2005-P5-PROPOSED ELEVATIONS 2 OF 2
- 13921-ASH-CAA-V1-XX-D-A-2004-P5-PROPOSED VISUALS 1 OF 2
- 13921-ASH-CAA-V1-XX-D-A-2004-P5-PROPOSED VISUALS 2 OF 2

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**Ash Grove, Radcliffe
New Pupil Referral Unit
Stage 3 Initial Order of Cost Estimate Nr 4
Revision - 1**

Issue Date:	05 October 2026
Reference:	512795
Lead Contact:	Chris Bailey
Checked by:	Joe Brooks
Issue:	V2



Ash Grove, Radcliffe
New Pupil Referral Unit
Stage 3 Initial Order of Cost Estimate Nr 4
Date 05 October 2026
Revision - 1



The Value of Certainty.

CONTENTS

- 1.0 Executive Summary
 - 2.0 Notes and Exclusions
 - 3.0 Cost Build Up
 - 4.0 Inflation Calculation and Cost Analysis
 - 5.0 Area Schedule
 - 6.0 Cashflow
-

1.0 EXECUTIVE SUMMARY

Ash Grove, Radcliffe
 New Pupil Referral Unit
 Stage 3 Initial Order of Cost Estimate Nr 4
 Date 05 October 2026
 Revision - 1



1.0 EXECUTIVE SUMMARY

Project Description:

The construction of a new two storey Pupil Referral Unit with a GIFA of 3,028m², together with a new car park to provide 41 spaces, external hard play areas, MUGAs, and community area.

Total Anticipated Out-turn Cost:	GIFA:	3,028	m ²
	£	£/m ²	
Construction cost	11,994,400	3,961	
Preliminaries	1,389,019	459	
OH&P	394,900	130	
Professional Fees	873,200	288	
Other Development Costs	203,700	67	
Risk Allowance	1,516,600	501	
Inflation	627,700	207	
Total Anticipated Client Cost	£ 16,999,519	5,614	

NOTES:-

- Costs exclude VAT
- Costs used in the calculation are current day costs and this has been updated to allow for inflation up to the tender date and during the construction period.

1.1 Key Cost Commentary

The scope of works is as detailed within the cost build-up within Section 3.0.

Refer to the Key Cost Commentary above and notes and exclusions provided within Section 2.0 for the basis of the above costs.

Inflation costs are included based on a commencement on site on the 2Q27 with a 14 month programme

The construction market is very volatile at present and costs are unpredictable due to energy prices and the wars in Ukraine and Iran. We would anticipate that this scheme could cost between £16.5m and £17.5m

1.2 Area Costs

		£	£/m ²
The above anticipated cost can be split into the following areas, which include associated on costs as a %			
New Build	3,028 m ²	14,172,284	4,680.41
External Works	7,090 m ²	2,827,234	398.76
		16,999,519	

2.0 NOTES & EXCLUSIONS

Ash Grove, Radcliffe
New Pupil Referral Unit
Stage 3 Initial Order of Cost Estimate Nr 4
Date 05 October 2026
Revision - 1



2.0 Notes and Exclusions

2.1 General

This "Order of Cost Estimate" is in accordance with NRM1 and is based upon the latest information available:

2.2 Information Used for Order of Cost Estimate

- a) Cassidy & Ashton Architects Drawings PRU-CAA-V1-00-D-A-2001_S3-P8_PROPOSED GROUND FLOOR PLAN, PRU-CAA-V1-01-D-A-2002_S3-P8_PROPOSED FIRST FLOOR PLAN & PRU-CAA-ZZ-ZZ-D-A-1004_S3-P10_PROPOSED SITE PLAN

2.3 Assumptions / allowances

- a) Costs are based upon a start on site date of June 2027.
- b) Costs are based upon the design team being employed by Bury Council up to Stage 4.
- c) Foundations will be traditional with beam and block floor construction
- d) All finishes are assumed
- e) Current national forecasts from the BCIS indicates that tender costs will rise. A copy of the indices is attached to the end of this document. However national trends indicate that there will be higher increases due to material shortages. **Supply prices are rising monthly, above the forecasts, and these increases are not reflected in the indices and this estimate.**
- f) We have allowed for new LED lighting
- g) It is assumed that water attenuation is required
- h) We have allowed for new kitchen appliances
- i) We have included for any Statutory diversion works
- j) We have assumed that electrical service upgrades are required (substation), and all other supplies are adequate
- k) We have assumed that the elevation treatment will be predominately SFS framing with facing brick external skin
- l) We have made no allowance for the removal of any contaminants that may be found in the ground
- m) We have made a provisional allowance for classroom furniture
- n) We have made no allowance for external play equipment
- o) We have assumed that some of the existing equipment and furniture will be reused from the existing school.
- p) We have included a provisional allowance for grouting the coal seam under the building only.

Ash Grove, Radcliffe
New Pupil Referral Unit
Stage 3 Initial Order of Cost Estimate Nr 4
Date 05 October 2026
Revision - 1



2.4 Allowances to be made elsewhere in the Development Budget

The following are excluded, but need to be covered by other budgets within the overall Project Financial Model, where appropriate.

Development Cost Items

1. Site acquisition costs
2. Legal fees
3. Works beyond the site boundaries
4. Project Insurances and Bonds
5. Flood Protection
6. Disposal of hazardous contaminated materials
7. Drainage discharge enhancement
8. VAT
9. Capital Tax Allowances, Grants etc.

Project Cost Items

1. Loose furniture, fixings and equipment
2. Play equipment
3. Furniture / equipment (other than stated in the estimate)

3.0 COST BUILD-UPS

Ash Grove, Radcliffe

Stage 3 Order of Cost Estimate (Elemental)



Title: New Pupil Referral Unit
Date: 05 October 2026

New Build GIFA = 3,028 m2
Refurb GIFA =
GIFA = 3,028 m2

Item	Group element		Total	£/m2	%
0	Facilitating works		0	0.00	0.00%
1	Substructure		1,156,800	382.03	7.47%
2	Superstructure		3,950,800	1,304.76	25.52%
3	Internal finishes		612,400	202.25	3.96%
4	Fittings, furnishings and equipment		779,600	257.46	5.04%
5	Services		3,337,300	1,102.15	21.56%
6	Prefabricated buildings and building units		0	0.00	0.00%
7	Works to existing buildings		0	0.00	0.00%
8	External works		2,157,500	712.52	13.94%
Facilitating Works and Building works estimate			11,994,400	3,961.16	77.48%
10	Main Contractor's Preliminaries	11.58%	1,389,019	458.72	8.97%
11	Contractors Design Fees	3.18%	419,600	138.57	2.71%
Facilitating Works and Building works estimate (inc Prelims)			13,803,019	4,558.46	89.17%
12	Main Contractor's overheads and profit	2.90%	394,900	130.42	2.55%
15	Contractor Risk allowances	5.00%	709,800	234.41	4.59%
16	Inflation on Construction Works	3.80%	572,000	188.90	3.70%
Construction Works Cost Estimate (including inflation)			15,479,719	5,112.19	100.00%
13	Client project/design team fees	2.93%	453,600	149.80	
14	Other Client development/project costs		203,700	67.27	
Base cost estimate			16,137,019	5,329.27	
15	Client Risk allowances	5.00%	806,800	266.45	
Cost limit (excluding inflation)			16,943,819	5,595.71	
16	Inflation on Client Costs	3.80%	55,700	18.39	
Anticipated Client Cost (including inflation)			£16,999,519	5,614.11	

Exclusions:-

VAT

See Notes Section

Ash Grove, Radcliffe

Stage 3 Order of Cost Estimate (Elemental)



Title: New Pupil Referral Unit

Date: 05 October 2026

New Build GIFA = 3,028 m2

Refurb GIFA = - m2

- 3,028 m2

Item	Description	Total	£/m2
0	Facilitating works		
	0.1 Toxic/hazardous/contaminated material treatment	-	
	0.2 Major demolition works	-	
	0.3 Temporary support to adjacent structures	-	
	0.4 Specialist groundworks	-	
	0.5 Temporary diversion works	-	
	0.6 Extraordinary site investigation works	-	
1	Substructure		
	1.1 Substructure	1,156,800.00	382.03
2	Superstructure		
	2.1 Frame	787,300.00	260.01
	2.2 Upper Floors	118,800.00	39.23
	2.3 Roof	740,000.00	244.39
	2.4 Stairs and ramps	93,700.00	30.94
	2.5 External walls	978,500.00	323.15
	2.6 Windows and external doors	288,600.00	95.31
	2.7 Internal walls and partitions	624,200.00	206.14
	2.8 Internal doors	319,700.00	105.58
3	Internal finishes		
	3.1 Wall finishes	143,400.00	47.36
	3.2 Floor finishes	235,900.00	77.91
	3.3 Ceiling finishes	233,100.00	76.98
4	Fittings, furnishings and equipment		
	4.1 Fittings, furnishings and equipment	779,600.00	257.46
5	Services		
	5.1 Sanitary installations	41,700.00	13.77
	5.2 Services equipment	-	
	5.3 Disposal installations	65,800.00	21.73
	5.4 Water installations	148,800.00	49.14
	5.5 Heat source	552,400.00	182.43
	5.6 Space heating and air conditioning	176,400.00	58.26
	5.7 Ventilation	440,500.00	145.48
	5.8 Electrical installations	657,300.00	217.07
	5.9 Fuel installations	-	
	5.10 Lift and conveyor installations	57,200.00	18.89
	5.11 Fire and lightning protection	72,700.00	24.01
	5.12 Communication, security and control systems	138,400.00	45.71
	5.13 Specialist installations	550,600.00	181.84
	5.14 Additional Costs in connection with services	435,500.00	143.82

Ash Grove, Radcliffe

Stage 3 Order of Cost Estimate (Elemental)



Title: New Pupil Referral Unit
Date: 05 October 2026

New Build GIFA =	3,028	m2
Refurb GIFA =	-	m2
-	3,028	m2

Item	Description		Total	£/m2
6	Prefabricated buildings and building units			
	6.1 Prefabricated buildings and building units		-	-
7	Works to existing buildings			
	7.1 Minor demolition works and alteration works		-	-
	7.2 Repairs to existing services		-	-
	7.3 Damp-proof courses/fungus and beetle eradication		-	-
	7.4 Facade retention		-	-
	7.5 Cleaning existing surfaces		-	-
	7.6 Renovation works		-	-
8	External works			
	8.1 Site preparation works		136,400.00	45.05
	8.2 Roads, paths, pavings and surfacing's		596,500.00	196.99
	8.3 Soft landscaping, planting and irrigation systems		307,000.00	101.39
	8.4 Fencing, railings and walls		355,400.00	117.37
	8.5 External fixtures		112,000.00	36.99
	8.6 External drainage		428,100.00	141.38
	8.7 External services		212,900.00	70.31
	8.8 Minor building works and ancillary buildings		9,200.00	3.04
Building works estimate			11,994,400.00	3,961.16
10	Main Contractor's Preliminaries			
	10.1 General main contractor preliminaries	10.04%	1,204,237.76	397.70
	10.2 Contractors Insurance	1.40%	184,780.93	61.02
11	Contractors Design Fees	3.18%	419,600.00	138.57
12	Main Contractor's Overheads & Profit			
	12.1 Main contractor's overheads	1.90%	258,700.00	85.44
	12.2 Main contractor's profit	1.00%	136,200.00	44.98
Works cost estimate			14,197,918.69	4,688.88
15	Contractor Risk allowances			
	15.1 Design development risks	2.50%	354,900.00	117.21
	15.2 Construction risks	2.50%	354,900.00	117.21
16	Inflation on Construction Works			
	16.1 Tender inflation	1.92%	285,999.40	94.45
	16.2 Construction inflation	1.88%	285,999.40	94.45
Construction Works Cost Estimate (including inflation)			15,479,717.49	5,112.19

Ash Grove, Radcliffe

Stage 3 Order of Cost Estimate (Elemental)



Title: New Pupil Referral Unit
Date: 05 October 2026

New Build GIFA =	3,028	m2
Refurb GIFA =	-	m2
	3,028	m2

Item	Description		Total	£/m2
13	Client project/design team fees	2.93%	453,600.00	149.80
14	Other Client development/project costs		203,700.00	67.27
Client base cost estimate			16,137,017.49	5,329.27
15	Client Risk allowances			
	15.3 Employer change risks	2.50%	403,400.00	133.22
	15.4 Employer other risks	2.50%	403,400.00	133.22
Cost limit (excluding inflation)			16,943,817.49	5,595.71
16	Inflation on Client Costs			
	16.1 Tender inflation	1.92%	28,100.00	9.28
	16.2 Construction inflation	1.88%	27,600.00	9.11
Anticipated Client Cost (including inflation)			£16,999,517.49	5,614.11

Stage 3 Order of Cost Estimate (Elemental)

Title: New Pupil Referral Unit
Date: 05 October 2026



Element: Facilitating works				Quant	Unit	Rate	Total
				Toxic/hazardous/contaminated material treatment			0.00
				Major demolition works			0.00
				Temporary support to adjacent structures			0.00
				Specialist groundworks			0.00
				Temporary diversion works			0.00
				Extraordinary site investigation works			0.00

Ash Grove, Radcliffe

Stage 3 Order of Cost Estimate (Elemental)



Title: New Pupil Referral Unit
Date: 05 October 2026

Element: Substructure

				Quant	Unit	Rate	Total
			Substructure				1,156,800.00
			Ground beam and pad reinforced concrete foundations	1,805	m2	240.00	433,200.00
			Ground floor slab (Concrete suspended slab - In Situ)	1,805	m2	300.00	541,500.00
			Substructure brickwork	117	m2	275.00	32,037.50
			Grouting coal seam under building footprint	1	Item	150,000.00	150,000.00

Ash Grove, Radcliffe

Stage 3 Order of Cost Estimate (Elemental)

Title: New Pupil Referral Unit

Date: 05 October 2026

Element: Superstructure

				Quant	Unit	Rate	Total
			Frame				787,300.00
			Structural steel frame	3,028	m2	210.00	635,880.00
			Fire protection	3,028	m2	50.00	151,400.00
			Upper Floors				118,800.00
			Precast concrete planks, 200 thick; inc 75 thick structural topping	1,223	m2	97.11	118,765.03
			Roof				740,000.00
			Roof construction - Metal purlins with liner tray; laid to falls	1,805	m2	120.00	216,600.00
			Roof coverings and insulation (not tapering)	1,805	m2	228.49	412,430.14
			Roof drainage	1,805	m2	17.14	30,932.26
			Roof lights	4	Nr	5,712.33	22,849.32
			External canopies	3	Nr	17,136.99	51,410.96
			Access hatch	1	Nr	5,712.33	5,712.33
			Stairs and ramps				93,700.00
			Precast concrete staircases; including handrails and balustrading	14	flights	6,283.56	87,969.86
			Metal access ladder	1	Nr	5,712.33	5,712.33
			External walls				978,500.00
			Brickwork outer skin, 50 cavity, 12.5 sheathing board, 150 SFS with insulation fill, 2 x 12.5 plasterboard (incl Parapet)	1,735	m2	514.11	891,928.73
			Air Leakage testing	1	Item	17,136.99	17,136.99
			Scaffolding	1,735	m2	40.00	69,396.00
			Windows and external doors				288,600.00

Double glazed thermally broken aluminium windows, polyester powder coated, louvred top light	236 m2	856.85	202,430.65
Double glazed thermally broken aluminium Hall windows, polyester powder coated; glazing to meet regulations	30 m2	856.85	25,705.48
Brise-soleil to hall windows	Nr	2,284.93	0.00
Double glazed thermally broken aluminium single doors, polyester powder coated; including ironmongery	7 Nr	1,713.70	11,995.89
Double glazed thermally broken aluminium double doors, polyester powder coated; including ironmongery	5 Nr	3,084.66	15,423.29
Heavy duty single security / fire escape door, including frame, ironmongery, decorations	2 Nr	2,056.44	4,112.88
Heavy duty double security / fire escape door, including frame, ironmongery, decorations	2 Nr	3,198.90	6,397.81
Automatic opening glazed front door	3 Nr	7,500.00	22,500.00

Internal walls and partitions			624,200.00
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Drywall system, 12.5 plasterboard and 12.5mm plywood to each side	3,449 m2	159.95	551,702.52
140 thick blockwork partitions, laid on side, to lift shaft and stair enclosure	138 m2	74.26	10,223.86
Fire protection/Head detail	3,028 m2	20.56	62,268.95

Internal doors			319,700.00
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Single door set; including frames, ironmongery	30 Nr	1,200.00	36,000.00
Single door set with vision panel; including frames, ironmongery	45 Nr	1,700.00	76,500.00
Double door set; including frames, ironmongery	40 Nr	2,400.00	96,000.00
60FR Single door set; including frames, ironmongery	18 Nr	1,450.00	26,100.00
60FR Double door set; including frames, ironmongery	25 Nr	2,900.00	72,500.00
Fire shutter to kitchen servery	2 Nr	6,283.56	12,567.12

Stage 3 Order of Cost Estimate (Elemental)

Title: New Pupil Referral Unit

Date: 05 October 2026

Element: Internal finishes

	Quant	Unit	Rate	Total
Wall finishes				143,400.00
Drywall topcoat and emulsion	8,451	m2	10.28	86,896.28
Hard wall plaster and emulsion	138	m2	30.85	4,246.83
Ceramic tiling	60	m2	57.12	3,427.40
Trovex wall lining	96	m2	81.12	7,787.05
Stainless steel splashbacks to kitchen	26	m2	228.49	6,032.22
Acoustic boarding	1	Item	35,000.00	35,000.00
Floor finishes				235,900.00
Floor screed	3,028	m2	4.57	13,837.55
Floor coverings to classrooms, circulation and staff areas	1,600	m2	54.84	87,741.37
Vinyl flooring to hygienic/WC/kitchen areas	858	m2	57.12	49,011.78
Hall coverings	164	m2	114.25	18,736.44
Gym coverings	126	m2	108.53	13,675.32
Floor paint	240	m2	26.28	6,306.41
Entrance barrier matting	40	m2	114.25	4,569.86
MDF skirtings	1,610	m	13.71	22,072.80
Coved skirtings	873	m	22.85	19,947.45
Ceiling finishes				233,100.00
Suspended ceiling, lay-in grid with perforated tiles; acoustic fleece lining	1,962	m2	85.68	168,113.84
Suspended ceiling, lay-in grid with hygienic tiles; acoustic fleece lining	208	m2	100.00	20,800.00
MF plasterboard ceiling and emulsion to WCs	858	m2	51.41	44,110.60

Ash Grove, Radcliffe

Stage 3 Order of Cost Estimate (Elemental)

Title: New Pupil Referral Unit

Date: 05 October 2026

Element: Fittings, furnishings and equipment

Quant	Unit	Rate	Total
Fittings, furnishings and equipment			779,600.00
34 m		159.95	5,438.14
10 Nr		285.62	2,856.16
1 Item		9,000.00	9,000.00
1 Item		9,000.00	9,000.00
105 Nr		1,713.70	179,938.36
24 Rooms		1,713.70	41,128.77
1 Item		91,500.00	91,500.00
12 Nr		1,142.47	13,709.59
1 Item		28,500.00	28,500.00
2 Item		40,000.00	80,000.00
1 Item		38,000.00	38,000.00
2 Item		34,000.00	68,000.00
2 Item		11,500.00	23,000.00
1 Item		34,000.00	34,000.00
1 Item		34,000.00	34,000.00
1 Item		29,000.00	29,000.00
2 Item		35,000.00	70,000.00
1 Item		69,000.00	69,000.00
1 Item		28,500.00	28,500.00
1 Item		(75,000.00)	(75,000.00)

Ash Grove, Radcliffe

Stage 3 Order of Cost Estimate (Elemental)

Title: New Pupil Referral Unit

Date: 05 October 2026

Element: Services

				Quant	Unit	Rate	Total
			Sanitary installations				41,700.00
			WC	13	Nr	685.48	8,911.23
			WHB with proximity sensors	13	Nr	628.36	8,168.63
			Accessible WC	6	Nr	3,427.40	20,564.38
			Sink	2	Nr	571.23	1,142.47
			Shower	1	Nr	2,856.16	2,856.16
			Services equipment				0.00
			Disposal installations				65,800.00
			Rainwater installations	3,028	m2	5.71	17,296.93
			Soil and waste	3,028	m2	15.99	48,431.41
			Water installations				148,800.00
			Water supplies	3,028	m2	49.13	148,753.61
			Heat source				552,400.00
			Pipework, pumps etc.	3,028	m2	101.68	307,885.38
			Air source heat pumps	1	Item	228,493.15	228,493.15
			Insulated pipework from heat pumps to plantroom	20	m	110.82	2,216.38
			Power supplies to external heat pumps including BWIC	1	Item	13,709.59	13,709.59
			Space heating and air conditioning				176,400.00
			LST radiators	3,028	m2	57.12	172,969.32
			DX cooling system to ICT server rooms	10	m2	342.74	3,427.40

			Ventilation			440,500.00
			Mechanical supply and extract ventilation using MVHR units; to classroom spaces	2,170 m2	169.08	366,914.30
			Changing room / toilet / Kitchen extract ventilation systems; supply from neighbouring corridors / classroom spaces	858 m2	85.68	73,517.67
			Electrical installations			657,300.00
			Mains and sub-mains distribution	3,028 m2	39.99	121,078.52
			Lighting and luminaires including emergency fittings	3,028 m2	102.82	311,344.77
			Extend emergency lighting	3,028 m2	22.85	69,187.73
			Earthing and bonding	3,028 m2	11.42	34,593.86
			Small power installation	3,028 m2	39.99	121,078.52
			Fuel installations			0.00
			Lift and conveyor installations			57,200.00
			Electrically operated AC drive 8 person passenger lift; serving 2 levels; 1.6 m/s speed	1 Item	57,123.29	57,123.29
			Fire and lightning protection			72,700.00
			Sprinklers (not required)	0 m2	102.82	0.00
			Sprinkler tanks	Item	57,123.29	0.00
			Fire & Smoke detection alarm	3,028 m2	18.28	55,350.18
			Lightning protection	3,028 m2	5.71	17,296.93
			Communication, security and control systems			138,400.00
			Containment for telephone, IT data, AV and security systems	3,028 m2	5.71	17,296.93
			Data cabling	3,028 m2	13.71	41,512.64
			Security installations including CCTV, access control and intruder alarm	3,028 m2	22.85	69,187.73
			Disabled toilet, refuge and induction loop systems	3,028 m2	3.43	10,378.16

[illegible]

Stage 3 Order of Cost Estimate (Elemental)



Title: New Pupil Referral Unit
Date: 05 October 2026

Element: Works to existing buildings				Quant	Unit	Rate	Total
			Minor demolition works and alteration works				0.00
			Repairs to existing services				0.00
			Damp-proof courses/fungus and beetle eradication				0.00
			Facade retention				0.00
			Cleaning existing surfaces				0.00
			Renovation works				0.00

Stage 3 Order of Cost Estimate (Elemental)

Title: New Pupil Referral Unit

Date: 05 October 2026

Element: External works

	Quant	Unit	Rate	Total
Site preparation works				136,400.00
Site strip and preparation to receive pavings	7,090	m2	11.42	81,000.82
Cut & fill site levelling	1,773	m3	17.14	30,375.31
Disposal of surplus material/Cut	500	m3	50.00	25,000.00
Roads, paths, pavings and surfacing's				596,500.00
Tarmac play area	945	m2	97.11	91,768.56
Car park	1,288	m2	119.96	154,507.07
Coloured Car Park	621	m2	165.66	102,873.33
Flush paving, tarmac	1,273	m2	97.11	123,620.51
All weather surfacing	1,042	m2	108.53	113,092.68
Community footpath	142	m2	74.26	10,544.96
Soft landscaping, planting and irrigation systems				307,000.00
Shrub planting	100	m2	47.98	4,798.36
Grassed areas	2,934	m2	17.14	50,279.92
Trees medium	10	Nr	275.00	2,750.00
Trees Small	96	Nr	210.00	20,160.00
Horticultural	160	m2	62.84	10,053.70
Community Area	1,893	m2	62.84	118,947.82
BioDiversity Net Gain	1	Item	100,000.00	100,000.00
Fencing, railings and walls				355,400.00
1.8m high fencing	552	m	125.67	69,370.52
2.4m high fencing	175	m	165.66	28,990.07
Pedestrian Gates	27	Nr	1,827.95	49,354.52
Vehicle Gates	8	Nr	4,569.86	36,558.90
Retaining walls	168	m	750.00	126,000.00
Dwarf wall with decorative fence	75	m	600.00	45,090.00
External fixtures				112,000.00
Car park/external lighting	1	Item	28,561.64	28,561.64
Electric car charging points	3	Nr	5,712.33	17,136.99
Infrastructure for future Electric car charging points	3	Nr	1,028.22	3,084.66
Cycle shelter	1	Item	4,569.86	4,569.86
Cycle hoops	6	Nr	150.00	900.00
Bin store	1	Item	2,856.16	2,856.16
Covered Activity Area	3	Nr	11,424.66	34,273.97
Construction Store	1	Nr	20,564.38	20,564.38

Ash Grove, Radcliffe

Stage 3 Initial Order of Cost Estimate Nr 4

Title: New Pupil Referral Unit

Date: 05 October 2026

Element: Contractors design fees

	Quant	Unit	Rate	Total
Contractors project team fees				419,600.00
Percentage value for design team fees	0.00%			0.00
OR lump sum values:-				
Professional Designers				
Architect (stages 4 - 7)				178,750.00
Town Planners (stages 4 - 7)				7,500.00
M&E Designers (stages 4 - 7)				150,000.00
Principal Designer Building Regs (stages 4 - 7)				10,000.00
Principal Designer CDM (stages 4 - 7)				8,755.00
Structural Engineer (stages 4 - 7)				42,500.00
Landscape Architect (stages 4 - 7)				9,950.00
Ecology (stages 4 - 7)				210.00
Fire Engineer (stages 4 - 7)				11,840.00
Contractors PCSA Staff				
Senior Design Manager	25 wk		2,249.00	56,225.00
Senior Planner (25 wks - 1 day/wk)	5 wk		1,925.00	9,625.00
Quantity Surveyor (25 wks - 1 day/wk)	5 wk		1,385.00	6,925.00
Senior MEP Manager (25 wks - 1 day/wk)	5 wk		2,402.00	12,010.00
Procure Partnership Fee	2.90%			2,458.77
Discount				(87,243.77)
Surveys				incl in Architects fees

Ash Grove, Radcliffe

Stage 3 Order of Cost Estimate (Elemental)



Title: New Pupil Referral Unit
Date: 05 October 2026

Element: Other development/project costs

				Quant	Unit	Rate	Total
			Other Client development/project costs				203,700.00
			Statutory Authority planning fees	1	Item	25,000.00	25,000.00
			Statutory Authority building regulation fees	1	Item	20,000.00	20,000.00
			Classroom furniture	19	Nr	9,139.73	173,654.79
			Dining furniture	1	Item	30,000.00	30,000.00
			Reuse existing furniture	1	Item	-45,000.00	(45,000.00)

Stage 3 Order of Cost Estimate (Elemental)

Title: New Pupil Referral Unit
Date: 05 October 2026



Element: Risk allowances

Quant	Unit	Rate	Total
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				Design development risks
				To be included as a percentage of the Base cost estimate
				Percentage allowance = 2.50%
				Construction risks
				To be included as a percentage of the Base cost estimate
				Percentage allowance = 2.50%
				Employer change risks
				To be included as a percentage of the Base cost estimate
				Percentage allowance = 2.50%
				Employer other risks
				To be included as a percentage of the Base cost estimate
				Percentage allowance = 2.50%

4.0 INFLATION CALCULATION AND COST ANALYSIS



Series:	BCIS All-in TPI				
Series number:	101				

5.0 AREA SCHEDULE

Room Area Schedule

Room	Area
<u>Ground Floor</u>	
Rear Staircase	26
SLT Office	13
Plant Room	22
Cleaners Store	3
Construction 2	53
Construction 2 store	12
Machine Room	17
Riser	2
Construction classroom	47
classroom store	3
Hospitality & Catering Kitchen	75
Hospitality & Catering classroom	43
Food Tech Store	7
Food Tech	74
Gym	48
Gym Store	8
Cleaners Store	4
WC	3
WC	2
Ass WC/Shower	6
Staircase	24
Lift	2
Sensory Room	14
Server	10
Classroom 1	43
Classroom 1 Store	12
KS3 Library	34
Medical Room	10
Classroom 2	42
Classroom 2 Store	2
Group Room	12
Classroom 3	42
Classroom 3 Store	3
WC	3
Switch Room	9
Staff WC	2
Cloaks/Lockers	8
Plant Room	25
Secure Lobby	11
Senco Office	8
Pastoral Office	33
Acc WC	3
Acc WC	4
Staff WC	3
Deputy Office	17
Reprographics	9
Heads Office	17
General Office	28
Exam Store	4
Interview Room	10
WC	3
Ent Lobby	19
Reception	24
Main Hall	164

Chair Store	12	
Kitchen	51	
Store	1	
Store	1	
Dining Room	69	
KS4 Entrance	10	
Ent Lobby	10	
Staff WC	4	
WC	3	
WC	3	
Staircase	27	
Construction Classroom	65	
Classroom Store	3	
Construction 1 classroom	43	
Construction 1 Store	12	
Kitchen Store	2	
Dry Store	3	
Kitchen Store	2	
GF Circulation/Stores/Risers	362	1,805

First Floor

Staircase 3	26	
Staircase 2	27	
Staircase 1	14	
Sensory Room	13	
Sport & Leisure	78	
S&L Classroom	47	
S&L Store	8	
H&B Classroom	47	
Hair & Beauty	75	
H&B Store	8	
Group Room	14	
Classroom 3	47	
Classroom 2	46	
Classroom 1	47	
Staff WC	3	
Meeting Room	7	
Staff Work Room	22	
Staffroom	38	
Classroom 4	46	
Classroom 5	46	
Classroom 6	46	
SLT Office	20	
WC	3	
WC	3	
WC	4	
Classroom 7	43	
Classroom 8	43	
Classroom 9	43	
Life Skill Room,	25	
Ass WC	4	
WC	3	
Cleaner	3	
1F Circulation/Stores/Risers	324	1,223

3,028

6.0 CASHFLOW

CASH FLOW FORECAST

Original Forecast

Original Project Value Less PCSA		15,922,618.69		=S		-0.028		=C		See formula tab for constants		3.090		=K		See formula tab for constants	
PCSA/Fees		1,076,900														Start	
		Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	
Month														1	2	3	
	x=													0.07	0.13	0.20	
PCSA										18,194	36,388	54,581	72,775	72,775	72,775	72,775	
Contractors Design Fees										36,053	72,106	108,159	144,213	153,538	162,864	172,190	
Client Design Fees		93,170	186,340	205,296	224,251	243,207	262,162	281,118	300,073	308,798	317,522	326,246	334,971	340,237	345,503	350,770	
Construction					-	-	-	-	-	-	-	-	-	247,950	838,600	1,718,650	
Cumulative Cashflow		93,170	186,340	205,296	224,251	243,207	262,162	281,118	300,073	363,045	426,016	488,987	551,958	814,500	1,419,742	2,314,384	
Monthly Cashflow		93,170	93,170	18,956	18,956	18,956	18,956	18,956	18,956	62,971	62,971	62,971	62,971	262,542	605,242	894,642	

														Finish			
		Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28	Mar-28	Apr-28	May-28	Jun-28	Jul-28	Aug-28	Sep-28	Aug-29	Sep-29	
Month		4	5	6	7	8	9	10	11	12	13	14	15				
	x=	0.27	0.33	0.40	0.47	0.53	0.60	0.67	0.73	0.80	0.87	0.93	1.00	0.00			
PCSA		72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775		
Contractors Design Fees		181,516	190,841	200,167	209,493	218,819	228,144	237,470	246,796	256,122	265,448	274,773	286,262	294,142	294,142		
Client Design Fees		356,036	361,302	366,568	371,835	377,101	382,367	387,633	392,900	398,166	403,432	612,398	627,568	632,758	632,758		
Construction		2,834,780	4,133,670	5,562,000	7,066,470	8,593,740	10,090,520	11,503,480	12,779,300	13,864,670	14,706,280	15,250,810	15,669,000	15,704,000	15,922,619	-	
Cumulative Cashflow		3,445,106	4,758,588	6,201,510	7,720,573	9,262,435	10,773,807	12,201,359	13,491,771	14,591,733	15,447,935	16,210,757	16,655,605	16,703,675	16,922,294	-	
Monthly Cashflow		1,130,722	1,313,482	1,442,922	1,519,062	1,541,862	1,511,372	1,427,552	1,290,412	1,099,962	856,202	762,822	444,848	48,070	218,619	-	16,922,294

Updated Forecast

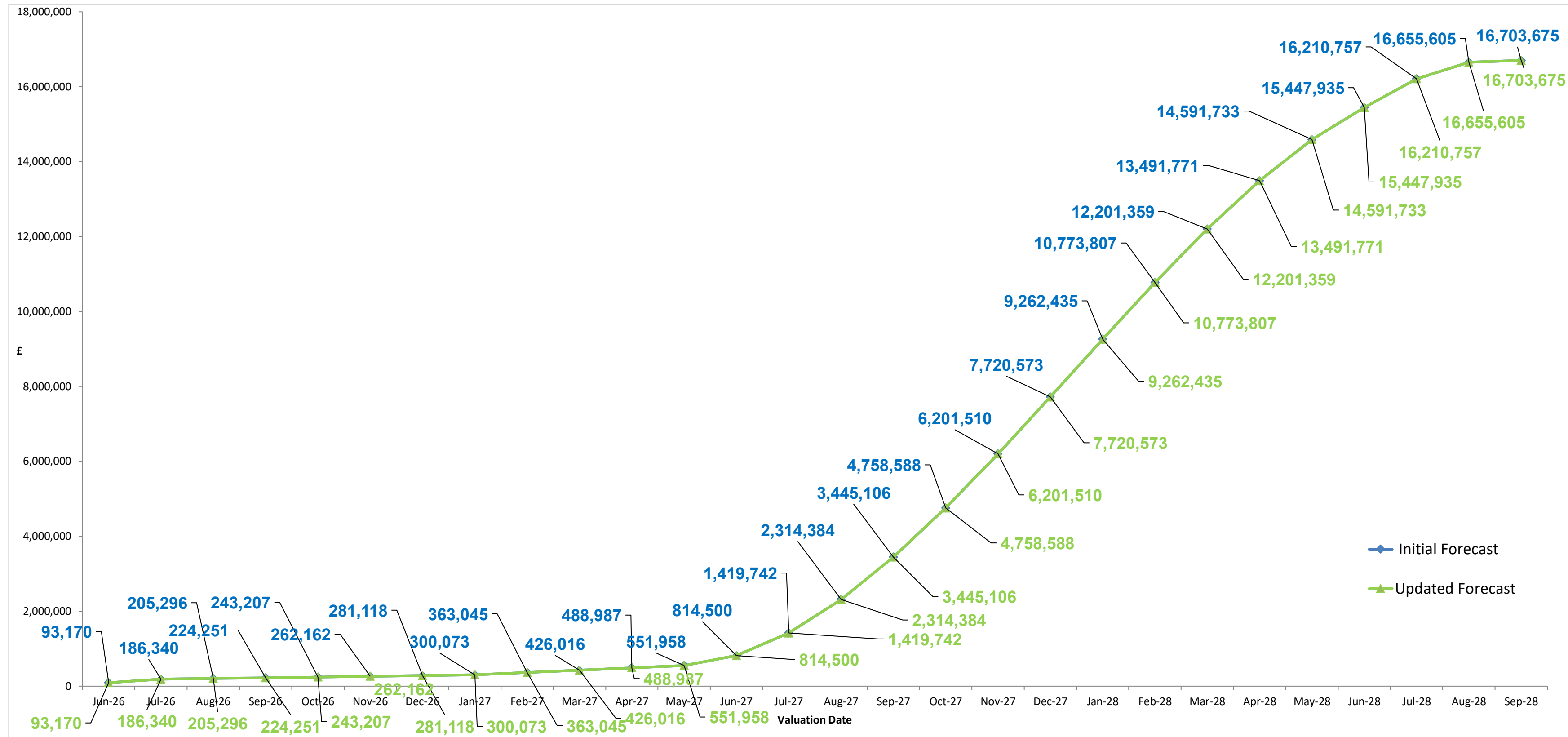
Final Project Value Less PCSA		15,922,618.69		=S		-0.028		=C		See formula tab for constants		3.090		=K		See formula tab for constants	
PCSA/Fees		1,076,900														Start	
		Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	
Month														1	2	3	
	x=													0.07	0.13	0.20	
PCSA										18,194	36,388	54,581	72,775	72,775	72,775	72,775	
Contractors Design Fees										36,053	72,106	108,159	144,213	153,538	162,864	172,190	
Client Design Fees		93,170	186,340	205,296	224,251	243,207	262,162	281,118	300,073	308,798	317,522	326,246	334,971	340,237	345,503	350,770	
Construction					-	-	-	-	-	-	-	-	-	247,950	838,600	1,718,650	
Cumulative Cashflow		93,170	186,340	205,296	224,251	243,207	262,162	281,118	300,073	363,045	426,016	488,987	551,958	814,500	1,419,742	2,314,384	
Monthly Cashflow		93,170	93,170	18,956	18,956	18,956	18,956	18,956	18,956	62,971	62,971	62,971	62,971	262,542	605,242	894,642	

														Finish			
		Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28	Mar-28	Apr-28	May-28	Jun-28	Jul-28	Aug-28	Sep-28	Aug-29	Sep-29	
Month		4	5	6	7	8	9	10	11	12	13	14	15				
	x=	0.27	0.33	0.40	0.47	0.53	0.60	0.67	0.73	0.80	0.87	0.93	1.00	0.00			
PCSA		72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775	72,775		
Contractors Design Fees		181,516	190,841	200,167	209,493	218,819	228,144	237,470	246,796	256,122	265,448	274,773	286,262	294,142	294,142		
Client Design Fees		356,036	361,302	366,568	371,835	377,101	382,367	387,633	392,900	398,166	403,432	612,398	627,568	632,758	632,758		
Construction		2,834,780	4,133,670	5,562,000	7,066,470	8,593,740	10,090,520	11,503,480	12,779,300	13,864,670	14,706,280	15,250,810	15,669,000	15,704,000	15,922,619	-	
Cumulative Cashflow		3,445,106	4,758,588	6,201,510	7,720,573	9,262,435	10,773,807	12,201,359	13,491,771	14,591,733	15,447,935	16,210,757	16,655,605	16,703,675	16,922,294	-	
Monthly Cashflow		1,130,722	1,313,482	1,442,922	1,519,062	1,541,862	1,511,372	1,427,552	1,290,412	1,099,962	856,202	762,822	444,848	48,070	218,619	-	16,922,294

46300

Number		Date	Initial Forecast		Updated Forecast		Actual Payments		Variance	
			monthly £	cumulative £	monthly £	cumulative £	monthly £	cumulative £		
	1	Jun-26	93,170	93,170	93,170	93,170		-		
	2	Jul-26	93,170	186,340	93,170	186,340	-			
	3	Aug-26	18,956	205,296	18,956	205,296	-			
	4	Sep-26	18,956	224,251	18,956	224,251	-			
	5	Oct-26	18,956	243,207	18,956	243,207	-			
	6	Nov-26	18,956	262,162	18,956	262,162	-			
	7	Dec-26	18,956	281,118	18,956	281,118	-			
	8	Jan-27	18,956	300,073	18,956	300,073	-			
	9	Feb-27	62,971	363,045	62,971	363,045	-			
	10	Mar-27	62,971	426,016	62,971	426,016	-			
	11	Apr-27	62,971	488,987	62,971	488,987	-			
	12	May-27	62,971	551,958	62,971	551,958				
	13	Jun-27	262,542	814,500	262,542	814,500				
	14	Jul-27	605,242	1,419,742	605,242	1,419,742				
	15	Aug-27	894,642	2,314,384	894,642	2,314,384				
	16	Sep-27	1,130,722	3,445,106	1,130,722	3,445,106				
	17	Oct-27	1,313,482	4,758,588	1,313,482	4,758,588				
	18	Nov-27	1,442,922	6,201,510	1,442,922	6,201,510				
	19	Dec-27	1,519,062	7,720,573	1,519,062	7,720,573				
	20	Jan-28	1,541,862	9,262,435	1,541,862	9,262,435				
	21	Feb-28	1,511,372	10,773,807	1,511,372	10,773,807				
	22	Mar-28	1,427,552	12,201,359	1,427,552	12,201,359				
	23	Apr-28	1,290,412	13,491,771	1,290,412	13,491,771				
	24	May-28	1,099,962	14,591,733	1,099,962	14,591,733				
	25	Jun-28	856,202	15,447,935	856,202	15,447,935				
	26	Jul-28	762,822	16,210,757	762,822	16,210,757				
	26	Aug-28	444,848	16,655,605	444,848	16,655,605				
	26	Sep-28	48,070	16,703,675	48,070	16,703,675				
	26	Aug-29	218,619	16,922,294	218,619	16,922,294				
	26	Sep-29	-16,922,294	0	-16,922,294	0				
	26	Oct-29	0	0	0	0				

CASH FLOW FORECAST GRAPH



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Project: Ash Grove Alternative Provision Academy
 Job no: 13921
 Date: 30th September 2026
 Title: **Summary of Public Consultation (held 29th September 2026)**

Summary

On 29th September 2026, a public consultation event was held at Growing Together Radcliffe on Westminster Avenue between 5pm and 8pm. A total of **62 individuals** registered their attendance at the consultation, with **32 representations** received in response to the proposals.

The representations have been reviewed and categorised according to the key issues raised. Where a representation raised more than one issue, each issue has been categorised separately.

Issues

Key Issue Raised	No. of Times Referenced in Representations	% of Representations
Loss of green space / recreational space	21	66%
Crime, anti-social behaviour and drugs	17	53%
Highways (Traffic and Parking)	17	53%
Wrong location / alternative site's available	10	31%
Enough existing education provision in area	4	13%
Concerns regarding behaviour of children	4	13%
Environmental concerns (wildlife, habitats, pollution etc.)	3	9%
Property values	3	9%
Community gardens will not be maintained	2	6%
Noise	1	3%

Loss of Green Space and Recreational Area

The loss of existing green space was the most frequently raised concern, identified in 21 representations. Representations referred to the existing field being used for a range of informal recreational activities, including walking, dog walking, children playing football, community gatherings such as bonfires and other outdoor activities including picnics. Several representations also referred to the importance of the space to the local community and its contribution to residents' mental health and wellbeing.

Crime, ASB and Drugs

Concerns relating to existing crime, anti-social behaviour and drug-related activity in the area were raised in 17 representations. Representations referred to existing issues within the surrounding area and expressed concerns regarding how pupils of the proposed development could interact with these existing conditions. Representations referenced that existing levels of crime could worsen as a result of the proposed academy, due to the vulnerability of students attending.

Highways, Traffic and Parking

Highways-related concerns were identified in 17 representations. These included concerns regarding existing congestion and traffic associated with the surrounding schools. The representations mention that parents use Milton Road for drop off and pick up, creating parking pressures and slowing vehicle movements. Concerns were raised regarding implications of new development on these existing conditions.

Wrong Location / Alternative Site Locations

Reference to the consultation site comprising an inappropriate location for the proposed development was raised in 10 representations. Alternative site locations put forward included:

- Derby High School, Bury Road
- Cams Lane
- Redvales
- Land adjacent to Newbank Garden Centre
- Addition to an existing school within the borough

Existing Education Provision

Representations expressed the view that there is already sufficient school provision within the local area and questioned the need for an additional educational facility. This also linked to comments made regarding existing traffic conditions in the locality and concerns that the new development would exacerbate this.

Behaviour of AP pupils

Some representations raised concerns over the perceived behaviour of pupils of the AP facility and the impact this may have on pupils of neighbouring schools. This also links to comments regarding existing anti-social behaviour issues in the area and how this may influence students.

Environmental Concerns / Maintenance of Community Gardens

Concerns were raised regarding the potential impact the loss of open space would have on wildlife and biodiversity.

It was also questioned as to why the land could be built upon given an understanding of historic coal mining.

The future maintenance and use of the existing community garden was also questioned in respect of who would have the responsibility of doing so and concerns that this would not be done.

Property Values

Representations raised concerns that the proposed development could have a detrimental impact upon local property prices.

Noise / Amenity

Noise was raised as a concern in relation to the amenity of neighbouring properties and how external noise levels from the proposed development may have a detrimental effect.

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	Proposed creation of an End-to-End Greater Manchester Fostering Hub	
Report of	Cabinet Member for Children and Young People	

Summary

1. This paper seeks agreement for Bury to progress with the transition from the current Greater Manchester Fostering Recruitment Hub model to an end-to-end fostering hub model. The current Greater Manchester Fostering Hub is hosted by Rochdale Borough Council on behalf of the ten Greater Manchester local authorities under an existing Memorandum of Understanding. This arrangement currently supports a regional recruitment model, focused on marketing, enquiry management, initial screening, and early applicant engagement. Building on the progress already made through the regional recruitment approach, the proposed model seeks to create a more integrated and consistent pathway for prospective foster carers, extending beyond initial enquiry and recruitment activity to encompass assessment, approval, and some elements of ongoing support.
2. This arrangement is consistent with the national policy context, and the establishment of Regional Care Co-operatives (RCC), Greater Manchester was an early adopter: sufficiency of homes, and Buying Better, market shaping and development are key workstreams of the developing RCC and which embraces the Government's very ambitious drive to create 10,000 additional fostering placements by 2029 (equivalent to a 25% increase in children in non-family-linked foster homes, or a 50% increase in the number of children in local authority and third sector approved foster homes); and the associated Department for Education funding opportunities available to participating authorities.
3. This represents a significant opportunity to strengthen the regional fostering offer, improve the experience of applicants and carers, and increase the availability of stable, local family-based placements for children. For context, should the national reforms achieve their aims and deliver the increase in foster homes envisaged, a 25% increase in children in local authority approved foster homes, would equate to 20 more children by 2029 (a rise from 81 to 101 children); a 50% increase would equate to 40 more children, or an increase to 121 children.

4. Agreement is sought to delegate its foster carer recruitment, assessment and approval function to the Greater Manchester Fostering that will continue to be hosted by Rochdale Council.
5. It is important to note that this proposal does not include the recruitment, assessment and approval of family and friends (Kinship) foster carers or support to Foster Carers once approved this will remain the responsibility of Bury's fostering service. In addition, Step Forward foster care recruitment will remain in Bury initially, the GM End-to-End hub is exploring opportunities to recruit Step Forward carers, but this is not yet in place.

Recommendation(s)

1. To endorse the proposal for the transition from the current Greater Manchester Fostering Recruitment Hub model to an end-to-end regional fostering hub model hosted by Rochdale Council.
2. To note the national policy context, including the Government's ambition to create 10,000 additional fostering placements and the associated Department for Education funding opportunities available to participating authorities.
3. To note and agree the delegation of agreement by the Director of Children's Services (in consultation with other authorities and the portfolio holder for Children's Services and the S151 officer) of the proposed funding formula and resource contributions for fiscal years 2026/27 and 2027/28.
4. To note and agree the proposed HR recommendation on 2-year secondment opportunities for the staff in scope. Secondment is subject to staff in scope consenting.
5. To delegate authority to the Director of Children's Services, in consultation with the Portfolio Holder for Children's Services and Education and the Monitoring Officer, to implement those arrangements and approve any operational matters necessary for their delivery.

1. Reasons for recommendation(s)

- 1.1 Securing sufficient fostering households remains a significant challenge for Bury and across Greater Manchester and beyond. By the end of 2024/25, the number of Greater Manchester children in mainstream fostering placements was 7% lower than six years earlier, with a sharper 10% reduction in in-house mainstream placements. Over the same period, mainstream residential placements across all provider types increased by 41%. The resulting

increased reliance on residential care continues to create significant financial pressure across all Greater Manchester Local Authority budgets. The latest published outturn figures for local authority revenue expenditure suggest that Greater Manchester collectively spent at least £920m on children's social care across 2024/25, including £530m purely on children in care, chiefly their homes.

- 1.2 In 2025/2026 the Greater Manchester Fostering Hub received 86 enquiries from carers interested in fostering for Bury and this led to 27 initial visits. The 27 initial visits led to 14 applications and assessments commencing and at the end of the year 3 approvals had been made, a further 2 assessments were ongoing. This shows that the Hub received a reasonable number of enquiries (86) and 43% (27) of these enquiries led to a home visit. 52% (14) of home visits to prospective foster carers led to an application and assessment but only 21% (3) led to approvals in year. This is an in-year enquiry to approval rate of 3.4%.
- 1.3 The Foster for Greater Manchester Hub is already demonstrating measurable improvement at the front end of the recruitment pathway in all aspects within its scope . Since launch, 99.8% of initial enquiries have been responded to within one working day, more than a quarter of initial enquiries have converted to an initial visit, and conversion from initial visit to application has increased by 10 percentage points, reaching its highest level in three years. The first-year review also found that 51% of initial visits converted to application, compared with 41% in the 12 months prior to May 2024, while initial enquiry to initial visit conversion improved by seven percentage points.
- 1.4 The introduction of foster carer ambassadors has strengthened applicant engagement, with application rates 36% higher for households supported by an ambassador. More recent performance data also shows a strengthening pipeline, with households in assessment increasing by 30% compared with the previous year and 11 household approvals recorded in May 2026. However, approvals remain below the DfE baseline, with 106 household approvals against a baseline of 116, and there remains significant variation in application-to-approval conversion across local authorities, ranging from 11.1% to 51.7%. This variation in performance supports the case for moving to an end-to-end model, which would allow Greater Manchester to build on improved early-stage performance, while creating greater consistency, grip and accountability across assessment and approval.
- 1.5 Further details on the activity required to deliver against the DfE minimum expectations of a regionalised fostering hub are provided below.

2. Alternative options considered and rejected

- 2.1 The first alternative would be to disband the existing hub and revert to the 10 Greater Manchester LA's undertaking all fostering recruitment work. The

declining number of fostering households and placements over several years and improvement in conversion rates in the initial stages of the process since the inception of the hub, would evidence this is not a workable option. Furthermore, scoping exercises regarding staff currently undertaking recruitment activity within each LA, would suggest that it is, in some LA's, under resourced and not prioritised in terms of staffing allocation to the task. In addition, this would not be consistent with the Governments expectations.

- 2.2 The second alternative is to continue with the Hub as is, undertaking enquiry to application, the hub has evidenced improvement in consistency and conversion rates from enquiry to application. This has not resulted in a significant improvement in approval rates, following the application being handed over to the respective LA for assessment. This option does not therefore provide improved sufficiency capacity, increased placement choice for children or budgetary benefits from reducing dependency on residential care and is therefore not recommended.

Report Author and Contact Details:

Name: Linda Evans

Position: Director of Social Care and Early Help

Department: Department for Children and Young People

E-mail: L.Evans@bury.gov.uk

3. Background

- 3.1 The proposal is aligned to the national policy direction set out by the Department for Education in *Renewing Fostering: homes for 10,000 more children*, which sets out the Government's ambition to create 10,000 additional foster care places by the end of this Parliament. The reforms respond to the sustained decline in foster carer numbers and the growing pressures on local authorities to secure the right placements for children, close to their families, schools, and communities. As at March 2025, the total number of fostering households continued to decrease, reducing by 7% nationally since 2021. In the Northwest, mainstream fostering recruitment declined by 2% from April 2024 to March 2025.
- 3.2 Local Authority fostering statutory duties derive from the Children Act 1989 under part 3, amendments to the 1989 Act, accompanying *Fostering Regulations 2011* and associated statutory guidance including *Guidance and Regulations: Volume 4: Fostering Services*. In summary, these are:

Section 22A CA 1989: when a child is in the care of a local authority, it is the duty of that authority to provide the child with accommodation.

Section 22C (5) CA 1989: sets out the accommodation at s22A must be provided in the accommodation 'most suitable' for the child if it cannot be with a parent. This includes the option of a Local Authority foster parent under s22C(6)(b).

The Fostering Services (England) Regulations 2011 as amended, detail at Part 5, how foster carers are to be approved, including the setting up and constitution of a fostering panel. The fostering panel makes recommendations about whether a prospective foster carer should be approved. The agency decision maker with fostering responsibility is the decision maker, who can approve foster carers considering the recommendations of fostering panel. The same applies for the de-registration of foster carers. Parts 3, 4 and 6 set out how a fostering service must function.

The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013 amended the 2011 Regulations, and the associated changes are summarised in Volume 4 of Practice guidance from page 6. In summary, the process to assess a foster carer consists of two parts – the stage 1 process is in effect an initial assessment process in which statutory checks must be completed within a two-month timescale, followed by the stage 2 in-depth assessment process, which can take up to an additional four months. Stage 1 and 2 can also run concurrently. The practice guidance usefully contains a flow chart to illustrate the assessment process.

The Regulations and Guidance set out the approval and decision-making processes that lead to the approval or de-registration of foster carers. Regulation 27 of the 2013 Regulations make it clear that the agency decision maker makes decisions about the approval and de-registration of foster carers on the recommendation of fostering panel.

The Children's Wellbeing and Schools Act 2026 amends the Children Act 1989, section 22J allowing the Secretary of State to give regional co-operation directions requiring two or more local authorities to make regional co-operation arrangements "for the local authorities' strategic accommodation functions to be carried out by one of the local authorities on behalf of the others,...[which include] recruiting prospective local authority foster parents and supporting local authority foster parents.. developing, or facilitating the development of, new provision for the accommodation of children being looked after by the local authority, and...any other functions relating to a local authority's duties under section 22A, 22C or 22G that are specified in regulations made by the Secretary of State [section 22J(3)(d) -(f) Children Act 1989]".

Local Authorities have a sufficiency duty under section 22G, Children Act 1989 (as amended) to take steps as far as are reasonably practicable to provide

relevant children with accommodation that is in the authority's area and meets the needs of those children.

- 3.3 The Council's statutory activity which is already delegated to the existing regional fostering hub includes receiving, processing, and managing enquiries, undertaking initial visits, and doing a handover to the local authority at the point of application. Within the new arrangement the additional functions which will be delegated to the regional fostering hub are as follows: 1) organising recruitment events and comms activity; 2) receiving and processing the application on behalf of the Local Authority; 3) undertaking Form F assessments and all associated statutory checks and references including DBS and medical; 4) a regional panel hosted and managed within Rochdale Council as host local authority will consider all potential approvals (DFE non-negotiable); 5) the 'Agency Decision Maker' function will be carried out by the regional Hub Lead (DFE non-negotiable). The DFE have specified within their guidance certain aspects, considered non-negotiable, that the hub must meet as a condition of becoming a regional hub, a regional panel and Agency Decision Maker function being two such aspects.
- 3.3 The ongoing supervisory function of foster carers, matching of placements, reviews of approved foster carers, allegations management and deregistration of foster carers is proposed to remain the responsibility of the individual Local Authority as part of their ongoing statutory relationship with the foster carer.
- 3.4 All assessments undertaken by the regional hub will utilise the Coram BAAF Prospective Foster Carers Report (Form F) (2025) as defined and required in the DFE guidance document.
- 3.5 All recommendations for the approval of recruited foster carers being assessed through the regional hub will be considered by a regional panel, managed by Rochdale Borough Council, which will make a recommendation to the Strategic Head of Service who will act as a regional ADM for recruited foster carer approvals subject to our agreement.
- 3.6 The quality assurance of work produced by the regional hub will be developed and embedded as part of the hub practice design process. It will include but is not limited to management decision making at key stages; management supervision and quality assurance at sign off of all assessment work; panel advisory quality assurance as part of panel process; Fostering Panel scrutiny at the panel attendance stage and finally scrutiny and quality assurance from the Agency Decision Maker. Practice Standards will be developed, and a broader file audit and dip sample process will be implemented.
- 3.7 Within existing fostering regulations, only a fostering service can approve a foster carer – and the only type of fostering service are: Local Authority (LA) Fostering service; Independent Fostering Agencies.

- 3.8 As the regional hub is not a fostering service or an independent fostering service, it cannot approve carers. Participating Local Authorities within the hub will therefore need to delegate their approval to the host Local Authority (subject to section 101 of the Local Government Act 1972), which provides that LA's can arrange for other Local Authorities to discharge their functions. Statutory responsibilities remain with the local authority entering these arrangements notwithstanding their delegation.
- 3.9 In addition to a requirement to move towards a regionalised approach to fostering recruitment, the Department for Education have set out a range of wider fostering reforms, including the current consultation on revised fostering standards and guidance, to increase overall placement numbers. Greater Manchester has been successful in securing a significant amount of funding to support these reforms as summarised below. This funding is conditional on GM's participation in the end-to-end hub.
- **Fostering Innovation Fund** – secured £4.73m to deliver four projects to increase recruitment and retention of carers along with supporting young people to transition from expensive residential care into a family-based setting.
 - **Mockingbird funding** of £80,000 per Local Authority to create an additional mockingbird hub to support peer support and foster carer retention.
 - **Transitional funding** of £790,067 to support the expansion of the GM fostering hub.
 - **Room Makers funding** of £677,000 to create additional capacity across existing carers by expanding/ renovating existing properties.
- 3.10 The additional funding and shift towards a more regionalised approach are underpinned by ambitious targets, set by the Department for Education. This has moved away from the number of new carer households approved to the number of new placements created, whilst also focusing on total recruited fostering placement capacity, ensuring retention of foster carer households is as key as recruitment of new ones. The hub will be required to report progress towards targets on both a weekly and monthly basis.

4. Finance

- 4.1 It is proposed that local authority contributions to the end-to-end fostering hub are calculated through a combination of weighted average, and an equal ten-way split. This approach has been developed to provide a fairer distribution of costs by averaging a set of indicators, including children looked after numbers and working-age population, so that no single factor disproportionately determines an authority's contribution.

- 4.2 The weighted formula proposed on children looked after numbers will be applied to the total operating cost of the hub encompassing all new staff posts and associated costs e.g. facilities, equipment, panel costs. Based on known operational costs this equates to a contribution for each Local Authority covering September 2026 - March 2027. The existing costs associated with the current fostering hub will be covered by an equal ten-way split, with future DfE Funding dependent on all 10 Authorities agree to the new weighted formula and sign up to this delivery model.
- 4.3 The total budget contribution for 2026/27 should be delivered via previously confirmed Local Authority allocation of £45,000, DfE Transitional Funding allocation of £790,067 with the remaining estimated £92,153 to be covered by Bury via transfer of existing staff moving into the Hub as our contribution in kind based on 1st November 2026 implementation, this covers a 5-month period until the end of year and all Authorities in agreement. The existing staffing resource is estimated to be £87,206.85. This is additional to the 45k we already contribute to the Greater Manchester fostering hub. There is an additional cost of approximately £5k.
- 4.4 The financial contribution for 2027/28 is estimated at £4,735,728, excluding staff-in-kind contributions and DfE funding. Whilst additional DfE Hub Sustainability funding is expected, this has not been confirmed and there are no known amounts. The expectation at this stage is for all Local Authorities to resource the Hub through the transfer of existing staff resource and/or financial information. Assuming all Local Authorities engage in the Greater Manchester End to End Fostering Hub Bury's percentage contribution is 6.9%, £313,640. If all four staff in scope are seconded, we estimate Bury would pay £225,590 via staffing and would have to pay £88,050 via additional cash funding. This is in recognition of the GM Hub's role in replacing all Local Authority mainstream fostering recruitment and assessment activity. The recommended approach to staff transfers and engagement is provided in section 5 of this report. Part of the hub running costs will be met from the release of budgets where individual Local Authorities will no longer have the responsibility for the function, such as for DBS and Medical checks for recruited foster carers in assessment.
- 4.5 It is recommended that the funding formula, Local Authority contributions and Hub performance are reviewed at the two-year point from implementation. This will provide adequate time for evaluation to accurately assess impact, intended financial savings secured through increased fostering sufficiency and local looked after children rates which will impact the formula weighting and financial contribution for future updated agreements.

5. Legal

- 5.1 The relevant statutory framework governing fostering services is set out at paragraph 3.2 of this report. The recruitment, assessment and approval functions proposed to be undertaken through the Greater Manchester Fostering Hub are capable of being discharged through arrangements made under section 101 of the Local Government Act 1972, which permits a local authority to arrange for the discharge of its functions by another local authority.

The functions proposed to be delegated relate primarily to the recruitment, assessment and approval of mainstream foster carers and associated activity. Family and friends fostering arrangements and Step Forward foster carer approvals are excluded from this proposal.

Whilst functions may be delegated under section 101, the ultimate statutory responsibility for the discharge of children's services functions remains with the individual local authority. Participation in the Greater Manchester Hub therefore does not remove Bury Council's statutory responsibilities under the Children Act 1989, the Fostering Services (England) Regulations 2011 or associated statutory guidance.

The proposed arrangements are therefore intended to provide a mechanism for the discharge of specified operational functions through Rochdale Borough Council as host authority, whilst preserving the statutory accountability of each participating authority.

Whilst the proposed operational fostering functions appear capable of delegation under section 101 of the Local Government Act 1972, further legal consideration is being given to the proposed regional Agency Decision Maker arrangements in light of the statutory fostering approval framework. Any such arrangements will be subject to confirmation of their legal viability and appropriate provision within the final inter-authority agreements.

- 5.2 Implementation of the end-to-end fostering hub is contingent upon Bury and all participating Greater Manchester local authorities obtaining the necessary approvals through their respective governance arrangements.

The decision sought by Bury Council cannot create binding obligations upon the remaining Greater Manchester authorities. The proposal will only become operational once the relevant approvals have been obtained and the necessary legal documentation has been completed and executed by all participating authorities.

- 5.3 Before the end-to-end Greater Manchester fostering hub, expansion can commence operation, a comprehensive suite of legal documentation will need to be prepared, negotiated, and completed.

This work will include, but may not be limited to:

- a Partnership Agreement between Bury and the other Greater Manchester local authorities;
- a Section 101 Delegation Agreement defining the precise functions delegated to Rochdale Borough Council as host authority;
- funding and financial contribution schedules;
- governance and decision-making arrangements;
- arrangements relating to the operation of the regional fostering panel;
- arrangements governing the exercise of the Agency Decision Maker function, including confirmation of the legal basis upon which that function may be exercised on behalf of participating authorities; liability, indemnity, and insurance provisions;
- dispute resolution procedures;
- performance monitoring and reporting requirements;
- termination and exit arrangements;
- business continuity provisions; and
- arrangements dealing with future legislative or policy changes.

No expanded hub arrangements will be implemented until those agreements have been completed to the satisfaction of the Monitoring Officer and Section 151 Officer.

- 5.4 The report contemplates the secondment of staff from Bury fostering service into the regional hub via secondment agreements and all necessary employment advice and consultation processes.
- 5.5 The Department for Education requires the operation of a regional panel and regional Agency Decision Maker function as part of the proposed hub model.
- 5.6 The proposal will involve the sharing and processing of special category personal data and criminal offence data relating to prospective foster carers, approved foster carers and members of their households.

Prior to implementation, Bury and other Greater Manchester authorities will be required to complete:

- a Data Protection Impact Assessment;
- an Information Sharing Agreement;
- appropriate Data Processing Agreements where required;
- records of processing activity;
- information security assessments; and
- arrangements governing retention, deletion, access requests, complaints, and data breaches.

The arrangements must comply with UK GDPR, the Data Protection Act 2018 and the Council's information governance framework.

- 5.7 Whilst the proposal represents a local authority collaboration and is not currently considered to require a procurement exercise, the legal structure and operational arrangements will require further review as they develop to ensure continued compliance with public procurement legislation and subsidy control requirements.

6. Information Governance and Data Protection Considerations

- 6.1 The Hub will process the following data on behalf of the ten Local Authorities:

- foster carer household information;
- safeguarding information;
- DBS information;
- health information;
- special category personal data

- 6.2 The following will be in place regarding the gathering, holding, and processing of the data

- a Data Protection Impact Assessment will be completed;
- an Information Sharing Agreement will be put in place;
- all arrangements will comply with UK GDPR and the Data Protection Act 2018;
- security and access controls will be established between authorities; we will establish single sign on between all ten Local Authorities and GMCA.

7. Human Resource

- 7.1 The proposal has several workforce implications and Fostering and HR leads have been involved in discussions and joint workshops to develop a fair and proportionate approach to resourcing the Hub, while maintaining service resilience and continuity during implementation.

- 7.2 It is proposed that the End-to-End Hub will initially be resourced from existing Bury staff and staff from across the ten Greater Manchester local authorities who are currently undertaking the relevant fostering recruitment, assessment and approval functions and/or are employed at an equivalent grade. This approach recognises the existing skills, knowledge and experience within local authority fostering teams and is intended to provide the capacity required for the Hub to operate from go-live, while maintaining a fair and consistent approach across participating authorities. The entire proposal is subject to each Authority following their own governance processes and securing the requisite approval.

- 7.3 It has been agreed that the appropriate workforce approach is for Bury staff and staff from other Greater Manchester local authorities in scope to be seconded

from their employing local authority into the End-to-End Hub for an initial two-year period. Bury has identified four staff as being in scope, if agreed these Staff will remain employed by their current local authority during the secondment, with appropriate secondment agreements put in place to confirm working arrangements, management responsibilities, pay, terms and conditions, continuity of employment and arrangements at the end of the secondment period.

- 7.4 The legal partnership agreement for the End-to-End Hub between Bury and the ten local authorities will need to reflect the agreed secondment model, including responsibilities for employee and trade union consultation, management and supervision, funding, liabilities, exit arrangements and any costs arising from the operation or conclusion of the secondments. Any vacancies within the Hub structure that cannot be filled through secondment will be recruited to as Rochdale Borough Council employees, subject to the agreed governance and funding arrangements.

8. Sustainability Impact

- 8.1 An increased number of fostering households available to Bury children will be the overall desired impact.

Links with the Corporate Priorities:

Placement sufficiency is a key priority for the council in terms of fulfilling its statutory duties; ensuring the welfare of its Cared for Children population and is a key factor in managing budgetary pressures.

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. Sign off to be completed by the Council's Equality, Diversity, and Inclusion (EDI) Manager (contact l.cawley@bury.gov.uk for advice).*

A full equality impact assessment has been completed which identified mostly positive impacts across several characteristics. Where immediate impacts are not as positive, mitigations have been identified to reduce negative impacts to neutral or create further positive impact as the activity progresses. There are no equalities concerns at this stage.

Environmental Impact and Considerations:

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

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Placement sufficiency	There is a legal requirement under Section 22G of the Children Act 1989 that mandates local authorities to secure, as far as reasonably practicable, enough suitable accommodation within their own area to meet the needs of cared for children. Placement pressures and an inability to evidence this requirement is met, puts the Local Authority at risk both from a budgetary and Ofsted perspective.
Governance Risk	Failure to establish a legally robust governance framework could expose participating authorities to challenge, financial liability, and operational disruption.
Information Governance Risk	Failure to establish appropriate information sharing arrangements could lead to breaches of UK GDPR, safeguarding concerns and regulatory intervention
Workforce Risk	The success of the model is dependent upon securing sufficient staffing resources from participating authorities.
Funding Risk	Future DfE funding beyond currently confirmed periods has not yet been secured and may require increased local authority contributions.

Procurement Implications:

Not applicable

Legal Implications:

The proposed Greater Manchester Fostering Hub arrangements are intended to enable participating local authorities to collaborate in the delivery of fostering recruitment, assessment and related functions through a hosted regional service model. Subject to completion of the final governance and contractual arrangements, there appears to be a sound legal basis for the delivery of operational functions through inter-authority arrangements, including under section 101 of the Local

Government Act 1972 and associated local authority powers to cooperate in the discharge of children's social care functions.

The Council will need to enter into a suite of legal and governance documents to give effect to the proposed arrangements. These are expected to include the inter-authority agreement, governance framework, financial arrangements, information sharing provisions, data protection arrangements, liabilities and indemnities, decision-making processes, withdrawal and dispute resolution mechanisms and any associated operational protocols. The final form of these arrangements remains subject to legal review and agreement.

Whilst there appears to be a sound legal basis for the delegation of recruitment, assessment, checking and fostering panel functions to the Regional Hub, further legal analysis is required in relation to the proposed delegation of the Agency Decision Maker function. As the Agency Decision Maker role involves the exercise of individual statutory approval powers under the fostering regulatory framework, it represents the aspect of the proposal most susceptible to legal challenge or query. The Council's legal advisers will therefore undertake further scrutiny of the proposed arrangements before implementation. Any final arrangements will be supported by legal advice and appropriately reflected within the relevant legal documentation. Should that review identify material legal risks, unresolved issues of principle, or a requirement for a materially different approach from that approved by Cabinet, the matter will be referred back to Cabinet for further consideration and determination.

Legal Services are awaiting detailed instructions regarding the full suite of legal and governance arrangements required to implement the Regional Hub model. Consequently, legal review of the detailed documentation has not yet been completed. The Council's position on the legal robustness of the final arrangements will therefore remain subject to review of the completed documentation and supporting operational proposals before implementation. Any material legal concerns identified through that process will be reported through the Council's governance arrangements as appropriate.

Financial Implications:

There is a current estimate £88,050 negative impact from CYP directorate discussions and initial outline agreements from this proposal.

This needs to be assessed against planned net increase in foster placements that will result in reduction of required Independent Fostering Placements, (based on

current average costs this is difference of £35,818, so 3 or more additional net increase in internal places would pay back initial investment required.

Those placements that stop a residential placement would save £391,465 annually based on current average figures. One placement diverted to additional net capacity would more than cover cost of investment and statistically proven to improve the young people's opportunities and life chances being in family-centric environment.

The Internal Fostering service numbers at Quarter 1 reporting are 162 (including both In-House Fostering 80, and Friends & Family Placements 82) which is slightly higher than budget (160) and forecasted to overspend by £285,100 (8.4%) against budget of £3,378,200

Appendices:

Appendix A – Funding Formula Options

Appendix B – Financial Contributions Breakdown (estimated)

Background papers:

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

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

Term	Meaning

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	Families First Partnership Programme	
Report of	Cabinet Member for Children and Young People	

Summary

1. The purpose of this report is to update Cabinet Members on the Families First Partnership reforms, how we are structuring services in Bury in line with the reforms and how we are using the Families First grant funding to help us achieve this.
2. The Families First Partnership (FFP) Programme is a national programme led by the Department for Education, which outlines how safeguarding partners should work together more effectively for children and families. The Programme sets out the Government's expected operating model for safeguarding partners, with national implementation expected by March 2027. Certain elements of the reforms are now underpinned by the Children's Wellbeing and Schools Act 2026, whilst other elements are delivered through programme guidance and grant conditions.
3. The FFP reform is a partnership approach, refocusing children's social care system towards prevention, with a more robust multi-agency child protection system in place and greater emphasis on the use of family networks and family group decision making. Services for children and families will become more joined up and focused on working with families, with systems that offer help at the right time and right place.
4. To achieve, the FFP aims, there are three key elements of the programme which work together to provide earlier and seamless support and protection for children and their families. These strands:
 - Family Help, which is a single offer of support across early help and social care.
 - Multi-Agency Child Protection Teams (MACPT) which is a multi-agency expert team supporting decisions and overseeing child protection practice across social care, education, police, and health.
 - Family Decision Making, which supports more family network meetings and support for parents in making and informing decisions about their lives.

5. There is a focus on multi-agency neighbourhood teams, with consistent lead practitioners and one shared assessment and plan – joining up services to provide early support and stronger relationships with children and families. This aligns with our Family Safeguarding model of practice.
6. There is an expansion of our existing and successful Special Guardianship Order (SGO) Support Service and Kinship Care Support Service. This will support permanence and stability for children and young people, as well as keeping some children within their family network.
7. Our delivery plan was submitted to DfE in December, progress against which is monitored through quarterly returns and quarterly meetings with the DfE Regional Office.
8. In Bury we have developed structures and services around the FFP programme reforms and included staff and partners in discussions regarding our proposals. The next stage is to go through formal consultation.
9. Nationally, £523 million has been provided for the FFP Programme in 2025-26 and this will continue in each year of the Spending Review period (£523m each year from 2026-27 – 2028-29). This money will fund additional children's social care prevention services, and commitments in the Children's Wellbeing and Schools Act 2026 to improve help and protection for children. Bury has been allocated £2.9m for fiscal years 2025-26 and 2026-27, and £2.5m in 2027-28, replacing what was previously Supporting Families funding as part of the consolidated Childrens, Families and Youth Grant Determination.
10. The FFP programme funding is ringfenced for direct investment into the national implementation of Family Help, multi-agency child protection teams and support for family networks and should support local authorities to rebalance spending away from accommodating children in care and increase spend on prevention. New investment into FFP is not designed to displace existing prevention funding (such as targeted early help and child in need services and any other non-statutory spending). FFP funding must be used alongside existing prevention spend to provide additional investment. Department for Education (DfE) will monitor this through asking local authorities to provide additional spend data through the quarterly FFP monitoring returns to ensure existing prevention spend is not displaced, and that overall spend is starting to rebalance the system.
11. As one of the key principles of the reforms is multi-agency partnership working, it is important to consider the complexities for our safeguarding partners in Health and the Police, due to their own structures and footprints. Through the grant funding, we have agreed to fund 3 roles in Health to support implementation including the requirement to have health presence in the MACPT, and discussions with GMP continue as they seek to develop a

consistent, GM-wide approach to implementation. They have assured us that we will have GMP presence in the MACPT by 1st April 2027.

Recommendation(s)

12. Cabinet is requested to:
- a. Approve the implementation of the Families First Partnership Programme operating model as set out in this report.
 - b. Approve the use of Families First Partnership Programme grant funding to support implementation of the model and associated service transformation arrangements.
 - c. Approve commencement of formal consultation with affected staff and trade unions regarding the proposed organisational and staffing changes arising from implementation of the Programme.
 - d. Delegate authority to the Executive Director of Children and Young People, in consultation with the Cabinet Member for Children and Young People and the Monitoring Officer, to take such actions as are necessary to implement the approved model and associated operational arrangements.
 - e. Note that implementation of the Programme will contribute to compliance with relevant statutory duties and the reforms introduced by the Children's Wellbeing and Schools Act 2026.

Reasons for recommendation(s)

13. Implementation of the Families First Partnership Programme is part of the national children's social care reform programme and provides Bury with an opportunity to strengthen our Family Safeguarding model of practice, while also delivering services in line with relevant statutory guidance, including Working Together to Safeguard Children, and the Families First Partnership Programme delivery expectations
14. Families First is a significant system reform programme that will improve outcomes for children and families through earlier intervention, strengthened multi-agency safeguarding and greater family involvement in decision-making. Approval will enable the Council and its partners to comply with national policy expectations, secure the benefits of government investment, establish robust governance and accountability arrangements, and support the delivery of a sustainable, integrated model of family support across Bury

Alternative options considered and rejected

15. Not applicable. The Families First Partnership Programme is a national reform programme supported by programme guidance, grant conditions and elements of the Children's Wellbeing and Schools Act 2026, which seeks to reform how services to children and families are delivered by local authority children's services and partner agencies

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Background

16. Following publication of the Independent Review of children social care in May 2022, the government outlined a commitment to deliver transformational whole-system reform as set out in their 'Stable Homes, built on love' Strategy.
17. The social care reforms have four overarching guiding principles:
- Children, young people, and families stay together and get the help they need.
 - Children and young people are supported by their family network.
 - Children and young people are safe in and outside of their homes.
 - Children in care and care leavers have stable, loving homes.
18. The Families First Partnership Programme (FFPP) seeks to transform the whole system of help, support, and protection, requiring safeguarding partners to bring together targeted early help, child in need and multi-agency child protection into a seamless system, including services and workforces such as family support workers, social workers, and other highly skilled, experienced, alternatively qualified practitioners. The intention is that children, young people, and their families can receive the right level of support at the right time to meet their needs.
19. The three key delivery strands to the FFPP are:
- Family Help
 - Multi-Agency Child Protection Teams (MACPTs)
 - Family Group Decision Making (FGDM)

Elements of the reforms are now underpinned by the Children's Wellbeing and Schools Act 2026. In particular, the Family Group Decision Making duty came into force on 15 July 2026. Other aspects of the reforms, including the Family Help operating model, continue to be implemented through the Families First Partnership Programme, safeguarding guidance and associated funding arrangements.

Family Help

20. Family Help will take place at the heart of communities, bringing together services under a combined, multi-disciplinary Family Help team. It will wrap support around the whole family at the earliest opportunity, using the expertise of the multi-disciplinary practitioners and led by Family Help Lead Practitioner (FHLP) who will be drawn from a range of disciplines with the right knowledge, skills and experience to support families who need help and support. Practitioners will use single family help assessments and plans which all involved practitioners can access, supported by a shared practice framework.
21. The FHLP will have a focus on the whole family, recognising this is the best way of improving outcomes for children and young people and they will remain the main point of contact for the family for the period that they require support. They will have the knowledge and skills to draw on relevant evidence-based interventions and be alert to all forms of significant harm. Where concerns escalate and require support within child protection processes, they will remain involved although the work will then be led by the Lead Child Protection Practitioner (LCPP). All child protection plans will be managed by qualified social workers.
22. Family Help teams will work in neighbourhoods: Bury East, Bury West and Bury North, Prestwich, and Whitefield. This is aligned to Bury's neighbourhood model and ensures connectivity on the same footprint with wider public service leadership teams and integrated adult health and care teams. This ensures that families have easier access to services and lead practitioners build stronger relationships with professionals and community resources.

Multi-Agency Child Protection Teams (MACPTs)

23. Multi-agency child protection teams will bring together experts from across agencies, ensuring the right decisions are made at the right time for children and seeking to protect all children from actual or likely significant harm, both inside and outside the home. MACPTs will have a core membership of skilled and suitably qualified social workers, police officers, registered health practitioners, and education professionals. Consideration should also be given to inclusion of probation, domestic abuse services, and youth workers.
24. Embedded in the MACPTs will be Lead Child Protection Practitioners (LCPPs) who will be qualified social workers with substantial frontline child protection experience, skilled at identifying and responding to all types of significant harm, know how to work skilfully and confidently with families and parents in child protection, support partners to consider the influence of different extra-familial

contexts and ensure MACPT members maintain a consistent focus on best interests of the child.

25. MACPTs will be responsible for key child protection processes which currently sit across service areas within children's social care: chairing strategy meetings and Child Protection Conferences, leading section 47 enquiries where significant harm is suspected, overseeing the development, review and closure of plans and onward planning, deciding whether to move into pre-proceedings and the Public Law Outline (PLO) process, providing relevant evidence to subsequent court proceedings and initiating emergency action (Emergency Protection Orders, Police Protection Orders).

Family Group Decision Making (FGDM)

26. FGDM is a voluntary process that enables a family network to come together and make a family-led plan. The plan will include offering practice support to parents and carers whilst prioritising the safety and wellbeing of the child. FGDM helps to ensure a family network is engaged and empowers to participate in decision-making while a child and their family is receiving help, support, or protection. FGDM outlines a whole-family approach to support children and young people to remain with, or return to, the care of their parents or wider families. Effective support for these children and their families increases the likelihood of stable, long-lasting relationships through which children can safely live within their family networks.

Kinship Care

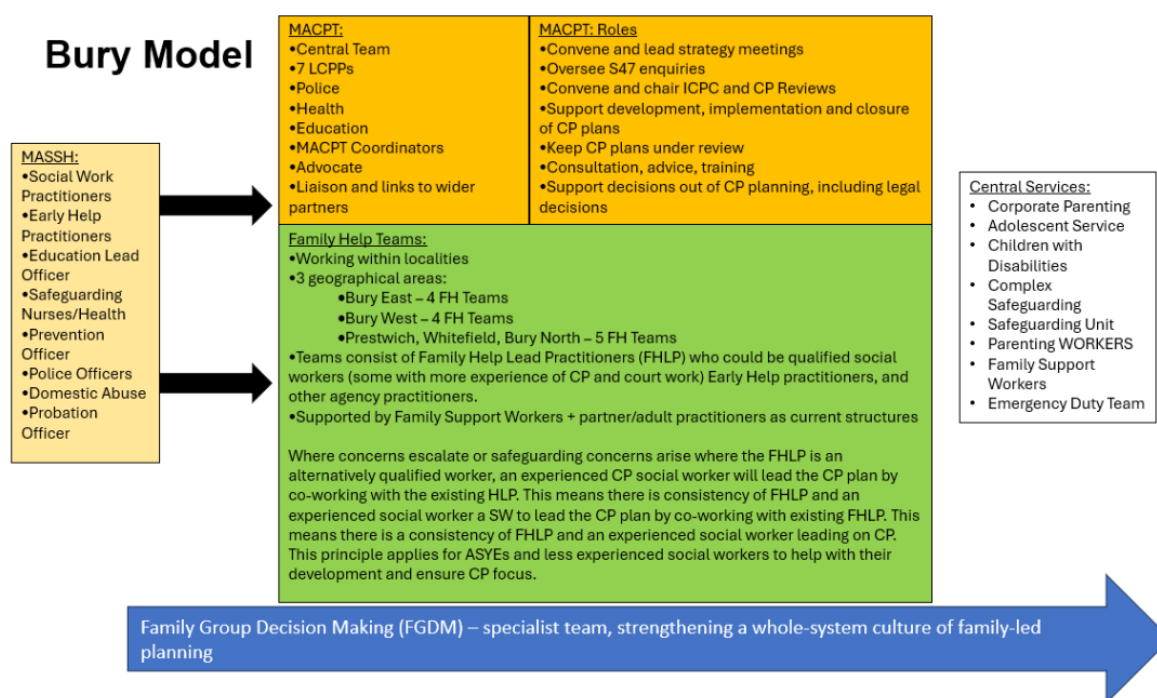
27. As part of the wider support for parents and carers we are expanding our existing Special Guardianship Order (SGO) Support Service and Kinship Care Support Service. This will support children in more stable and permanent homes.

Bury's Proposed Model

28. The Family Safeguarding will continue to be our model of practice in our work with children and families.
29. Bury will re-align Targeted Early Help, Duty and Assessment and Family Safeguarding Teams to work as integrated Family Help Teams based within the three neighbourhood localities. Whilst we will allocate workers into neighbourhood teams, we are not yet able to move all staff out into the localities due to lack of suitable premises. Whilst undertaking the same work as they do now, these teams will work together to ensure that children and their families receive an earlier and seamless service, with one worker throughout their involvement.

30. We are developing a Multi-Agency Child Protection Team with our partners in Health, Police and Education, in line with the Families First Partnership Programme and associated safeguarding guidance. This will support the Local Authority in ensuring that children are safe and that partners are fully involved in making tough decisions. We will strengthen the involvement of parents, carers and wider families in decision making by expanding the use of family network meetings and an Advocacy Service to support parents and carers who are involved in the child protection process.

Figure 1: Bury's proposed model



Staff Structures and Impact for Staff

31. Whilst the Families First Partnership is intended to support service growth and increase overall capacity through additional staffing, the proposed future operating model may impact a small number of existing roles within the service. As a result, there is a potential for a limited number of redundancies. Any employees affected by these changes will be supported in accordance with the Council's Redeployment and Redundancy Procedures, with every effort made to identify suitable alternative employment opportunities where available.
32. We have held informal discussions with all staff within Children and Young People Services and have responded to their questions. We have focused on the impact for staff and have developed a link where staff can ask questions and see responses to questions. We have also had meetings and discussions with partners through governance boards, but also in helping develop aspects of the new structure and services. We are working with Voluntary and

Community Sector in commissioning Advocacy Services and helping us gain views of communities.

33. Consultation is due to begin mid-October until end of November 2026. A closure of consultation meeting should take place early December 2026 to confirm the outcome of the consultation to staff. The Families First Restructure Consultation report sets out this in more detail.

Family Help Teams

34. Summary of proposed changes to deliver services through Family Help teams:

- **Heads of Service** – there will be changes to the responsibilities under each of the Heads of Service.
- **Service Managers** – there will be changes to the responsibilities under each of the service managers. There is no change to the job descriptions. *There will be 1.5 additional posts across the structure.*
- **Team Managers** – there will be no changes to job descriptions. Team Managers will manage alternatively qualified lead practitioners as well as social workers and advanced practitioners. As with other posts, they will change teams and will work within a neighbourhood locality. *There will be 3 additional posts across the Family Help Teams.*
- **Team Leaders in Targeted Early Help** – will become **Family Safeguarding Neighbourhood Co-ordinators**. There are different elements of their role:
 - Supporting a strong infrastructure that enables schools, health services, community organisations, and other partners to identify emerging need, lead support plans and access specialist advice, consultation, and interventions to families before concerns escalate into statutory services. Through the Early Help Navigators, they will support the team around the family plans.
 - Ensuring that these partners and communities are also supporting lead practitioners in providing multi-agency support to children once they are receiving Family Help support.
 - Work alongside management on moving staff into neighbourhoods, using their knowledge and links with partners and communities.
 - Co-ordinate the work of the Family Safeguarding Adult workers, managing demand, allocation, quality, and maintaining links with host agencies.

There are no additional posts required.
- **Advanced Practitioners (Social Work Qualified)** – advanced practitioners will have reduced caseloads to fulfil their responsibilities in supporting less experienced staff as well as taking on responsibility for child protection work

where the family help lead practitioner is not a qualified social worker. There are no changes to job descriptions. *No additional posts are required.*

- **Advanced Practitioners (Alternatively Qualified)** - this is a new role and a career opportunity for alternatively qualified practitioners. This ensures that we retain our excellent targeted early help staff and offer them opportunities for progression. *Additional 5.5 additional posts required.*
- **Social Workers** – social work job descriptions will not change, but they will undertake the role of Family Help Lead Practitioners. However social workers within our Duty and Assessment team will now be required to retain relationships with children and families beyond the child and family assessment. We will not have a Duty and Assessment Team in our new Family Help structure; this is in line with ensuring that families retain a consistent relationship with their lead practitioner. Social workers will also be in different teams and working to specific neighbourhoods, within a team where there are also alternatively qualified lead practitioners. Social workers will still have the key responsibilities for complex child in need and child protection work and supervision and team manager responsibilities remain the same. *No additional social worker posts required on the establishment within Family Help.*
- **Targeted Early Help Workers** – they will become Family Help Lead Practitioners and will be part of the Family Help teams, working alongside social workers. As they currently work in neighbourhoods, it is unlikely that their base will change. The new Family Help Lead Practitioner role will enable these workers to support children and families who are subject to a child in need plan. This is in line with the new Working Together Guidance, but we will ensure that they are appropriately supported, with additional Advanced Practitioner roles. We have written new job descriptions for targeted early help workers, with some career progression from level 1 to level 2. *No additional posts are required.*
- **Family Safeguarding Adult Practitioners** – our approach to implementation of Families First is via our Family Safeguarding model of practice, and additional adult practitioners will be required to ensure that we can continue with our model of practice across all team. This addresses one of the fundamental aims of the reforms in building genuinely multi-skilled, multi-agency teams. *We will require 3 additional mental health workers, 3 additional early break workers and 1 domestic abuse practitioner.*
- **Business Support** – teams will need to be aligned to the new service structure. Business Support do not currently support all the social work teams who will form part of the new structure. Business Support staff from MASSH, DAT and Family Safeguarding will come together to provide Business Support for the new Family Help teams; to ensure fidelity with the Family Safeguarding model across all 13 teams we will require additional capacity. We have trialled running this at lower levels than recommended but the support around group

supervision has fallen to the team managers as a result. We recognise that a consistent approach to Family Safeguarding group supervision and therefore ensuring support to deliver this is a priority. *3 additional posts are required.*

Multi-Agency Child Protection Teams (MACPT)

35. Summary of proposed changes to implement the MACPT:
- **Child Protection Chairs** – will be offered the new MACPT **Lead Child Protection Practitioner** roles. There are more MACPT roles than CP Chairs so we will be advertising for these posts. The numbers of LCPPs will be based on an analysis of workload and we are currently projecting that we will need *approximately 3 additional LCPPs.*
 - **Advocacy** – the Families First guidance promotes the support for parents and carers who are involved in the child protection process. We are working with the Voluntary and Community Sector to recruit to this post and looking at the feasibility of providing volunteers to support parents and carers.
 - **MASSH** – Following a peer review of MASSH, we will be recruiting additional staff to manage increasing demands and ensure that there is sufficient capacity to undertake checks and triage information. *There will be an additional 2 team managers (1 qualified social worker and 1 early help), 2 social workers and 4 Referral Information Co-ordinators (RICs).*

Family Group Decision Making (FGDM)

36. The requirement to offer Family Group Decision Making before care proceedings in most cases is now provided for by section 1 of the Children's Wellbeing and Schools Act 2026, which commenced on 15 July 2026 e:Proposed changes to deliver FGDM services in line with the Children's Wellbeing and Schools Act 2026, Working Together to Safeguard Children and Families First Partnership Programme guidance include::
- We already have an established and well-performing FGDM team, but we will be expanding posts to ensure that we meet demand and can provide this essential support to families earlier in their involvement with services. *Additional 2 additional FGDM practitioners required.*

Links with the Corporate Priorities:

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

37. The Families First Partnership Programme is aligned with Bury's Let's Do It Strategy and supports the delivery of its core principles. The proposed operating model adopts a neighbourhood-based approach, with Family Help teams aligned to local communities and wider public service delivery arrangements, ensuring support is delivered as close as possible to children,

families and communities. It is enterprising in its focus on system redesign and prevention, shifting resources towards earlier intervention, reducing escalation to statutory services where appropriate, and securing better long-term outcomes for children and families. It reflects the principle of working together through integrated multi-agency Family Help and Child Protection arrangements, shared assessments and planning, and strengthened collaboration between the Council, health partners, education, police, the voluntary and community sector, and families themselves. The Families First Programme is fundamentally strengths-based, building on Bury's established Family Safeguarding model of practice and expanding the use of Family Group Decision Making to recognise and mobilise the strengths, assets, relationships and networks that exist within families and communities. Through these reforms, the Council and its partners will be better placed to provide coordinated, relationship-based support at the right time, improving outcomes for children and young people while supporting the wider Let's Do It vision of enabling residents and communities to thrive.

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. Sign off to be completed by the Council's Equality, Diversity, and Inclusion (EDI) Manager (contact I.cawley@bury.gov.uk for advice).*

A full equality analysis has been completed. It is anticipated that this activity will have mostly positive impacts with mitigations required in some areas so potential disadvantages are neutralised. There are no equalities concerns at this stage and the EQIA will remain under review as this activity progresses.

Environmental Impact and Considerations:

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

1. N/A

Procurement Implications:

2. Procurement are working with CYP to ensure any requirements such as the Advocacy with the VCSE are compliant with Contract Procedure Rules and the wider Procurement Act 2023
-

Legal Implications:

3. The Council's children's social care functions continue to derive principally from the Children Act 1989, the Children Act 2004 and associated safeguarding legislation.

The proposed model forms part of implementation of the national Families First Partnership Programme, which is intended to reform the delivery of family support, safeguarding and child protection services.

The Council is required to have regard to relevant statutory guidance, including Working Together to Safeguard Children. In addition, certain elements of the reforms now have a statutory footing through the Children's Wellbeing and Schools Act 2026, including the requirement for Family Group Decision Making prior to care proceedings in most cases. The Family Group Decision Making provisions commenced on 15 July 2026.

Other elements of the reforms, including the detailed Family Help operating model, Multi-Disciplinary Family Help Teams and wider implementation requirements, are delivered through the Families First Partnership Programme Guide, associated funding arrangements and local safeguarding partnership arrangements rather than through a single statutory duty.

The proposals within this report are considered capable of being implemented within the Council's existing statutory functions and legal powers, subject to completion of the necessary consultation, governance and employment processes where applicable. Any revised delivery arrangements involving partner agencies will need to continue to comply with statutory safeguarding duties, information-sharing obligations, public law requirements and data protection legislation

Financial Implications:

4. The Children, Families and Youth (Revenue) Grant is ringfenced combining the above delivery of FFP programme, of which currently £2,981,124 relates, and comes in to council alongside the Holiday Activity Fund included within this grant.
5. Additional Posts Proposed (estimated including on-costs)
 - CYP Directorate
 - 33 Full time equivalents at estimated £1,846,384

Transformation (up to 30%, £894,337)

3 Health roles, tbc, (cannot be statutory posts as above) estimated
£200,000

Transformation costs will be required to be phased reduction over life of grant once systems, delivery models and ways of working embedded into overall programme. This will need to be managed over life of grant alongside premises requirements across the 3 localities and respective infrastructure. Some transformation costs may be ongoing beyond the life of the grant linked to corporate requirements aligned with delivery (i.e. data post(s))

6. The above does not include either post that will be removed from the overall structure and any job evaluation and changes in pay grades because of this mandated reform.
 7. The Government expectations are for the successful delivery of the FFPP to generate savings across the country as they expect reduction in emergency interventions, social worker time and subsequent placements as well as save Bury council from the risks attached to non-statutory services being removed as part of savings programmes and related exit costs. This will also support the CYP directorate to strengthen its delivery of existing savings, particularly those that have been challenging linked to Edge of Care
 8. There is also the expectation that prevention areas proven to work (from agreed baseline measures) are re-invested in further to build upon this delivery.
-

Appendices:

Please list any appended documents (please save these as clearly labelled separate documents in the Teams folder).

N/A

Background papers:

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

- May 2022 – publication of Josh Macalister’s Independent Review of Children’s Social Care
[Independent Review of Children’s Social Care](#)
- February 2023 – publication of the Stable Homes, Built on Love Strategy, the Government’s implementation strategy for improving social care.
[Stable Homes Built on Love Strategy](#)
- December 2023 – publication of four key publications, outlining the changes, actions, and plans to support delivery of the strategy:

- National kinship strategy ‘Championing Kinship Care’
- Children’s Social Care National Framework
- Refreshed multi-agency statutory guidance ‘Working Together to Safeguard Children’
- Digital and data strategy
- November 2024 - Keeping Children Safe, Helping Families Thrive policy paper published, which the Children’s Wellbeing & Schools Bill will put aspects of the reforms into law.
[Keeping Children Safe, Helping Families Thrive](#)
- December 2024 – Children’s Wellbeing & Schools Bill introduced into Parliament.
- March 2025 – Families First Partnership Programme Guide published setting out delivery expectations for safeguarding partners in England to support national rollout from April 2025.
[FFPP Guide](#)

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

Term	Meaning
MASSH	Multi-Agency Safeguarding and Support Hub
FFP	Family First Partnership
MACPT	Multi-Agency Child Protection Teams
FGDM	Family Group Decision Making



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	10-year occupational Lease – 6b & 6c Bridge Trading Estate	
Report of	Cabinet Member for Adult Care, Health and Public Service Reform	

Summary

1. The Council is the tenant of units 6b and 6c Bridge Trading Estate, Bury, BL8 2AQ, the lease of which has been terminated by the landlord's section 25 notice.
2. The unit is used and occupied by Bury Adult Care Equipment Services.
3. Terms have now been agreed for the Council to be granted a new lease.
4. Approval is sought to complete a new 10-year lease ensuring uninterrupted occupation and continuation of essential services.

Recommendation(s)

5. Cabinet approve a 10-year lease of 6b & 6c Bridge Trading Estate, on the terms set out in this report, to enable Adult Care Equipment Services to remain in occupation

Reasons for recommendation(s)

6. Adult Care Equipment Services provides an essential service and requires secure, uninterrupted occupation of suitable premises to maintain continuity of service.

Alternative options considered and rejected

7. **Vacation of the unit** - This would create a direct risk to the continuity of Adult Care Equipment Services. The unit is already configured for the storage, management and distribution of equipment, aids and adaptations, and loss of occupation would disrupt an essential operational service that supports residents to remain safe and independent at home. Vacation would mean either:
 - a. Finding alternative premises - This option has been rejected because there are no readily available alternative premises currently identified that would provide an equivalent operational base. Moving the service would require the Council to source suitable accommodation, negotiate terms, undertake any

necessary fit-out works, relocate equipment and manage transition arrangements. This would create additional cost, operational risk and potential service disruption. It may also give rise to reinstatement liabilities at the existing premises.

b. Close the equipment store - This option has been rejected because the store support the provision of equipment to residents with care and support needs. Closure would therefore undermine the Council's ability to maintain continuity of an essential Adult Care service.

Report Author and Contact Details:

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Position: Head of Asset Management
Department: Asset Management
E-mail: r.channings@bury.gov.uk

Background

8. The Council occupies Units 6b and 6c Bridge Trading Estate, Bolton Road, Bury, BL8 2AQ for use by Bury Adult Care Equipment Services. The premises are used as the Council's equipment store and support the delivery of aids, adaptations and equipment to residents. The service supports people to remain independent, helps prevent avoidable hospital admissions and can assist in reducing the length of hospital stays.
9. The unit which measures 1,058.69 sq. m/ 11,395.64 sq. ft t has been set up and configured specifically for this operational use, with £436,925 capital expenditure incurred when the Council first occupied the premises in 2015 and a further £18,000 subsequently for the installation of a lift. The premises are therefore already adapted to support the storage, management and distribution of equipment, which reduces the need for further investment at the existing site and makes relocation more complex.

Lease Renewal Position

10. The previous lease has expired following the landlord's service of a section 25 notice, and the Council remains in occupation pending completion of a new lease. Terms have now been agreed for the Council to enter into a new 10-year lease backdated to 18 May 2025. Approval is required to regularise the Council's occupation and secure continuity of service from the premises.
11. If the Council does not enter into the proposed new lease, there is a risk that the landlord could require the Council to vacate the premises at short notice, potentially with immediate effect. This would disrupt Adult Care Equipment Services and the timely provision of essential equipment to residents. The risk

is mitigated by completing the new lease promptly to regularise and secure the Council's continued occupation.

Key lease terms

12. The key terms of the proposed new lease are as follows:

Landlord: Manston Properties Limited.

Tenant: The Metropolitan Borough of Bury.

Property: Units 6b and 6c, Bury Bridge Trading Estate, Bolton Road, Bury.

Term: 10 years from 18 May 2025 to 17 May 2035.

Rent: £102,000 per annum, payable monthly in advance.

Rent review: open market rent review on 18 May 2030, with the reviewed rent being the greater of the passing rent or the open market rent determined in accordance with the lease.

Break option: tenant-only break option on 17 May 2030, subject to the Council giving not less than six months' written notice, payment of rent and other sums properly demanded, and vacant possession being provided.

Security of tenure: the lease is to be contracted out of Sections 24 to 28 of the Landlord and Tenant Act 1954, meaning the Council will not have statutory renewal rights at the end of the term.

Permitted use: use within Use Classes E(g), B2 and B8 of the Town and Country Planning (Use Classes) Order 1987, reflecting the operational use of the premises.

Repair: full repairing obligations, limited so that the Council is not required to put the premises into any better state of repair or condition than that evidenced by the Schedule of Condition.

Insurance and service charge: the Council is responsible for insurance rent and a fair and reasonable proportion of estate service charge costs.

Operational rights: the lease grants rights of access over the estate, use of estate conduits, six exclusive parking spaces and loading/unloading rights required for the Council's operational use.

Operational importance of retaining the premises

13. The unit is integral to the delivery of Adult Care Equipment Services. The service relies on the premises as an operational equipment store to receive, hold, manage and distribute aids, adaptations and equipment to residents. Loss of the premises would create a direct risk to service continuity, with potential disruption to the timely provision of equipment that supports residents to live safely and independently at home, helps prevent avoidable hospital admissions and supports hospital discharge.

Other Considerations

14. The proposed rent of £102,000 per annum (£8.95 per sq ft) is higher than the £57,790 rent currently being paid by the Council. However, comparable industrial evidence within Bury and North Manchester indicates rents are currently in the range of £8.00-£10.00 per sq ft for secondary industrial

- accommodation, with newer or higher specification premises achieving in excess of £11.00 per sq ft. The agreed rent of approximately £8.95 per sq ft is therefore considered to be within the range evidenced by the local market.
15. The tenant only, break clause and right to assign clauses within the lease will provides the flexibility to vacate if needed but also provides Adult Care with security of occupation until 2035.
 16. Although the increase represents an additional revenue pressure, remaining in occupation avoids the further costs and risks that would arise from relocation, including the need to identify and secure alternative suitable premises, undertake new fit-out works to meet the operational requirements of the Equipment Service, move stock and equipment, manage service disruption during transition and address potential reinstatement liabilities at the existing premises and dilapidation works expected to be in the region of £160k.
 17. Costs of running services have been compared with other boroughs across Greater Manchester and when accounting for population size the cost of delivering the service here in Bury is £5.11 per person compared to a low of £3.88 and a high of £6.90. The lowest is where the service is delivered from a wholly council owned building with negligible property costs included. Only 2 services operate in this way.
 18. When considered alongside the lack of readily available alternative premises, the cost and disruption of relocation, and the importance of maintaining continuity of an essential Adult Care service, the increased rent is considered proportionate and reasonable in the circumstances.
 19. It would not be possible to secure good-quality alternative premises at a lower rent without the need for further adaptations.
-

Links with the Corporate Priorities:

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

20. This proposal supports the Let's Do It Strategy by enabling the continued delivery of essential Adult Care Equipment Services from Units 6b and 6c Bridge Trading Estate. The service supports residents to live independently, remain safe at home and access timely aids, adaptations and equipment.
 21. Securing continued occupation of the premises therefore contributes to the Council's priorities around prevention, early intervention, community resilience and supporting residents to live well within their communities.
 22. The recommendation also maintains continuity of service from premises that have already been adapted and configured for the operational requirements of the service, avoiding the disruption, cost and service risk associated with relocation.
-

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. Sign off to be completed by the Council's Equality, Diversity and Inclusion (EDI) Manager (contact I.cawley@bury.gov.uk for advice).*

23. The decision seeks approval to enter into a new lease to enable the continued occupation of Units 6b and 6c Bridge Trading Estate by Bury Adult Care Equipment Services. The proposal does not introduce a new policy, service change or reduction in service provision. Its purpose is to maintain continuity of an existing operational service.
24. The decision is expected to have a positive impact, as the Equipment Service supports residents who may require aids, adaptations and equipment to live safely and independently. This may include older people, disabled people, people with long-term health conditions, and residents with care and support needs. Continuity of the premises supports ongoing access to this essential service and helps avoid disruption to residents who rely on timely provision of equipment.
25. No adverse impacts have been identified for people with protected characteristics

Environmental Impact and Considerations:

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

26. N/A

Procurement Implications:

27. No Procurement Implications

Legal Implications:

28. The Council has the power under section 120 of the Local Government Act 1972 to acquire land by agreement, including by way of lease, for the purpose of any of its functions.

Terms have been agreed for a new 10-year lease. The new lease is to be contracted out of section 24 to 28 of the Landlord and Tenant Act 1954. The appropriate statutory procedure must be completed before the Council

becomes contractually bound and the Council will not have a statutory right to a further tenancy when the lease expires. The lease includes a tenant's break option and full repairing obligations limited by a Schedule of Condition. Subject to Cabinet approval, Legal services will finalise and complete the necessary legal documentation.

Financial Implications:

29. There is an annual recurrent cost pressure of £44,210 relating to the new lease which will be reflected in the updated medium term financial strategy

Appendices:

Not applicable

Background papers:

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

Not applicable

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

Term	Meaning



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	Highways Capital Programme - Highway Maintenance Funding 2026/27	
Report of	Deputy Leader and Cabinet Member for Environment, Climate Change and Operations	

1.0 Summary

1.1 This report seeks approval for the Council's Highways Capital Investment Programme for the period 2026/2027, and the associated investment priorities that will guide the management, maintenance and improvement of the borough's highway assets. The programme brings together a range of funding sources to support investment across carriageways, footways, structures, drainage systems, street lighting, highway signs, road safety infrastructure and public rights of way. [https://burygovuk-my.sharepoint.com/personal/l_collings_bury_gov_uk/_layouts/15/Doc.aspx?sourcedoc={6AE5DEBB-82D5-4E1B-B8FA-BFF33D03BA36}&file=Highways Capital Programme 2026 2027 %26 2027 2028.docx&action=default&mobileredirect=true](https://burygovuk-my.sharepoint.com/personal/l_collings_bury_gov_uk/_layouts/15/Doc.aspx?sourcedoc={6AE5DEBB-82D5-4E1B-B8FA-BFF33D03BA36}&file=Highways%20Capital%20Programme%202026%202027%202028.docx&action=default&mobileredirect=true) Whilst funding allocations will be committed during 2026/27, delivery of some schemes will extend into 2027/28. This phased approach supports effective programme management, maximises value for money and enables coordination with other planned investment and network activities.

2.0 Recommendations

- 2.1 Approve the Highways Capital Investment Programme and associated funding allocation set out in Table 2.
- 2.2 Approve the proposed asset management and prioritisation approach used to determine investment priorities across the highway network, as detailed in Appendix 1.
- 2.3 Approve the proposed works on culverts and structures detailed Appendix 2.
- 2.4 Note the previously approved road safety programme detail in Appendix 3.
- 2.5 Delegate authority to Executive Director of Place, in consultation with Deputy Leader of the Council, Councillor Smith Cabinet Member for Environment, Climate Change and Operations to approve amendments to the programme of work and prioritisation method where required, to respond to changing asset condition, emerging risks, funding opportunities and delivery considerations.

3.0 Reasons for Recommendation(s)

- 3.1 The Council, as the Highway Authority for Bury, has a statutory duty to maintain the public highway and associated infrastructure, including structures deemed to be publicly maintainable. The proposed programme provides a balanced and risk-based approach to managing the borough's highway assets, ensuring investment is targeted towards those

interventions that deliver the greatest benefit in terms of safety, asset condition, network resilience and long-term value for money.

3.2 The programme has been developed using asset management principles to prioritise investment based on condition, risk and network need, helping to manage deterioration across the network, protect previous investment and reduce future maintenance liabilities. It supports the Council's wider priorities for economic growth, connectivity, thriving communities and resilient public infrastructure.

3.3 Approval of the programme will also enable the Council to utilise external funding allocations within the conditions and delivery timescales attached to those funding streams, including the Mayor's Pothole Fund, CRSTS and Integrated Transport Block funding. Failure to commit funding through an approved programme risks delaying delivery, affecting spend profiles and reducing the Council's ability to maximise the benefits of available investment within the required funding periods.

4.0 Alternative Options Considered and Rejected

4.1 Alternative investment approaches have been considered. However, the recommended programme represents the most effective use of available funding based on asset condition, risk, deliverability and strategic need. The proposed approach ensures investment is prioritised transparently and consistently in accordance with the Council's Highway Asset Management Plan and the requirements of external funding providers.

Report Author and Contact Details:

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Department: Place
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5.0 Background

5.1 The highway network is one of the Council's most valuable and visible public assets. It supports economic growth, enables access to employment, education and healthcare, connects communities and provides the infrastructure required for businesses and public services to operate effectively. Continued investment is essential to ensure the network remains safe, reliable and resilient whilst protecting the long-term value of these assets.

5.2 The programme is supported by a number of funding streams, including the recently announced £4.374 million allocation from the Mayor's Pothole Fund. This represents a significant investment in Bury's highway infrastructure and provides an opportunity to accelerate improvements in network condition and resilience.

5.3 The proposed investment programme adopts a risk-based asset management approach which balances statutory responsibilities, public safety requirements, asset condition and long-term financial sustainability. Investment has been prioritised to ensure available resources are directed towards those areas where intervention will achieve the greatest benefit and help address deterioration across the network.

6.0 Highways Capital Programme 2026/2027

6.1 The Highways Capital Investment Programme sets out how £12.917m of available funding will be invested to maintain and improve one of the Council's most important public assets. Funding has been secured through a combination of CRSTS, ITB, Network North and the additional £4.374m Mayor's Pothole Fund allocation, providing a significant opportunity to accelerate investment across the highway network. The programme has been developed using a risk-based asset management approach to ensure funding is targeted towards those interventions that will deliver the greatest benefit, manage deterioration, protect network resilience and support the Council's wider priorities for economic growth, connectivity and thriving communities.

6.2 The table below sets out a break down of the 2026/2027 funding profile.

Table 1

Funding Source	2026/27 £000's	Notes
CRSTS Core 22/23 to 26/27	5,797	Total fund was originally £12.745m for 2022/23 to 2026/27. Schemes already approved in previous cabinet report. Includes Incentive fund £1.136M and underspend from previous years.
CRSTS KRN 22/23 to 26/27	1,520	Total fund was £4.500m. Schemes already approved in previous cabinet report.
Network North (HS2)	113	High Speed Rail 2 redistribution remaining funds.
Mayor's Pothole Fund	4,374	Additional funding allocated for highway maintenance and network improvements.
ITB 2026/2027	1,113	Transport capital funding to support local highway and road safety improvements.
Total	12,917	

7.0 Approach to Prioritisation

7.1 The Council's approach to highway maintenance prioritisation is set out at Appendix 1. The methodology uses a combination of asset condition data, network performance information and professional engineering judgement to ensure available funding is directed to schemes that deliver the greatest benefit to the highway network and local communities.

7.2 Prioritisation is informed by a range of factors including condition surveys, skid resistance data, road hierarchy, traffic volumes, accident history, network resilience, population served and operational intelligence. These factors are considered alongside whole-life asset management principles to ensure the right treatment is applied at the right time, balancing resurfacing with preventative maintenance where this offers better long term value.

7.3 The initial evidence led ranking is subject to engineering validation to confirm scheme suitability, treatment selection, costs and deliverability. Consideration is also given to opportunities for coordination with regeneration projects, utility works, active travel schemes and other planned investments. This provides a transparent and balanced process for determining highway maintenance priorities, as detailed in Appendix 1.

8.0 Proposed Investment Programme

8.1 The programme will deliver investment across a range of highway asset groups.

- **Carriageways:** Resurfacing and reconstruction schemes targeted at those locations where deterioration has reached intervention thresholds and where investment will deliver the greatest network benefit.
- **Preventative Maintenance:** Application of treatments designed to preserve asset condition before deterioration progresses to more costly forms of intervention.
- **Structures:** Maintenance and improvement of bridges, culverts, retaining walls and associated structures that are critical to the operation of the highway network.
- **Footways:** Investment in pedestrian infrastructure to improve accessibility, safety and connectivity for residents across the borough.
- **Drainage Infrastructure:** Targeted interventions to address asset failures and improve resilience against flooding and water-related deterioration.
- **Street Lighting:** Replacement and renewal of ageing electrical and lighting infrastructure where condition and operational requirements warrant intervention.
- **Road Safety:** Delivery of local road safety interventions designed to address identified risks and support safer travel.
- **Street Signs:** Replacement of regulatory and safety-critical signs to ensure compliance and support the safe operation of the highway network.
- **Public Rights of Way:** Investment to maintain safe and accessible routes and preserve connectivity across the wider network.

8.2 The table below summarises how the £12,917 million will be allocated across highway maintenance activities.

Table 1

Work Strand	Total £000's
Resurfacing Carriageways	6,585.5
Preventative Carriageways	1,368

Structures	1,160
Routine Highway Maintenance	1,253
Footway	1,000
Drainage Repairs	220
Street Lighting	167
Road Safety (ITB)	1,113
Rights of Way Maintenance	50
Total	12,917

9.0 Sustainability, Social Value and Procurement

9.1 The schemes undertaken following this report will be delivered by our partners in the Framework Agreement for the provision of Highway related services & works. This agreement ensures that they are committed to sustainability and social value outcomes in both the local economy and wider environment. This includes provision for sustainable employment, support of local business and communities, and reduction in carbon emissions.

Links with the Corporate Priorities:

Investment in the highway network directly supports the ambitions set out within the Council's *Let's Do It!* Strategy by creating safe, connected and resilient places, enabling residents to access employment, education, healthcare and local services, and supporting thriving communities. A well-maintained highway network is also a key enabler of the *Bury Economic Strategy*, providing the infrastructure required to support business growth, investment, regeneration and the efficient movement of people and goods across the borough and wider city region.

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. Sign off to be completed by the Council's Equality, Diversity and Inclusion (EDI) Manager (contact I.cawley@bury.gov.uk for advice).*

An initial equalities impact screening has been completed showing no equalities concerns for the programme. Individual activities within the programme will be kept under review for equalities impacts as the programme progresses.

Environmental Impact and Considerations:

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

The delivery of the Highways Capital Investment Programme will involve the use of construction materials, plant and transportation activities which contribute to carbon emissions. However, the programme has been developed in accordance with asset management principles, placing a strong emphasis on preventative maintenance and timely intervention. By treating assets before more significant deterioration occurs, the Council can extend asset life, reduce the need for more carbon intensive reconstruction works and minimise the frequency of reactive maintenance activities. In the longer term, maintaining highway assets in good condition supports a more efficient and sustainable approach to infrastructure management, helping to reduce whole life environmental impacts whilst improving the resilience and performance of the highway network.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Further deterioration of the highway.	If approved, the funding will allow the reduction of deterioration of our highway assets.
Inability to carry out safety related reactive maintenance repairs.	If approved, funding will be available for safety interventions.

Procurement Implications:

1. As per the body of the report
-

Legal Implications:

2. The Council, as Local Highway Authority, has a statutory duty under section 41 of the Highways Act 1980 to maintain highways that are maintainable at the public expense. The proposed Highways Capital Investment Programme supports the discharge of those duties through a risk-based approach to the management, maintenance and improvement of the highway network and associated assets.
3. The proposed asset management and prioritisation approach is consistent with the Council's obligations to utilise public resources effectively and transparently, ensuring that investment decisions are based upon highway condition, risk, safety and network need. The proposed delegation to the Deputy Leader and Cabinet Member for Environment, Climate Change and Operations will provide

flexibility to respond to changing circumstances during programme delivery, provided that any amendments remain within the approved budget and are made in accordance with the Council's Constitution and Scheme of Delegation.

4. Where works are funded through external funding streams, the Council must ensure compliance with any applicable funding conditions, timescales and reporting requirements. Any procurement required to deliver the programme must be undertaken in accordance with the Council's Contract Procedure Rules and applicable procurement legislation.
5. There are no specific legal implications arising from the recommendations beyond those set out above.

Financial Implications:

6. The proposed allocations are within the council's approved capital programme and there are no additional financial implications.

Appendices:

Please list any appended documents (please save these as clearly labelled separate documents in the Teams folder).

Appendix 1 – Resurfacing Priority Method.

Appendix 2 – Structures Priorities.

Appendix 3 – Road Safety Priorities.

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
HIS4	Highway Investment Strategy – Tranche 4
CRSTS	City Regional Sustainable Transport Settlement
ITB	Integrated Transport Block
KRN	Key Route Network – The most important roads across GM in terms of connectivity and economic activity.

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Appendix 1 - Highway Maintenance and Resurfacing Prioritisation Methodology

The Council adopts a structured, evidence based approach to prioritising highway maintenance investment. As available funding is insufficient to address all maintenance needs across the network, a prioritisation framework is used to ensure resources are directed to those locations where they will deliver the greatest benefit in terms of network condition, safety, resilience, community impact and long term asset performance.

The methodology combines objective asset data with professional engineering judgement. Network data is used to generate an initial prioritised list of schemes, which is then subject to engineering validation and review before a deliverable programme is developed. The approach is based on the following principles.

Condition and Deterioration

Asset condition surveys, inspection findings and maintenance history are used to identify roads and footways requiring intervention. Priority is given to assets showing signs of deterioration where timely treatment can prevent further decline, reduce future maintenance costs and improve long-term network performance.

Condition assessments consider a range of factors including surface defects, cracking, fretting, rutting and deformation. On classified roads, skid resistance data (SCRIM CSC) is also considered to support risk-based investment decisions.

Whole-Life Value

Interventions are selected in accordance with asset management principles, ensuring the most appropriate treatment is applied at the right time. This includes balancing resurfacing schemes with preventative treatments such as surface dressing, micro-asphalt and preservation techniques to maximise asset life, improve network condition and deliver best value from available funding.

Risk and Network Importance

Priorities are informed by both asset condition and the strategic role of routes within the wider highway network. Factors considered include Department for Transport classification, road hierarchy, traffic volumes, population served, network resilience, accident data, speed environment and public transport function.

This ensures investment supports the safe and efficient movement of people and goods whilst maintaining critical transport links across the borough.

Neighbourhood Impact

The programme recognises the importance of local roads and footways to communities. Priorities are informed by customer intelligence, recurring maintenance issues, local demand

and Member engagement to ensure investment delivers visible improvements across neighbourhoods.

Growth, Coordination and Deliverability

Investment decisions support wider regeneration and development objectives while seeking opportunities to coordinate works with utilities, active travel schemes, drainage programmes and other planned infrastructure projects. Consideration is also given to deliverability, affordability and funding conditions to ensure available resources can be committed and delivered within required timescales.

Data Used in Prioritisation

The prioritisation process draws upon a range of network and asset management datasets. These include:

- Condition Index data derived from annual condition surveys.
- SCRIM CSC skid resistance survey data on classified roads.
- Road hierarchy and DfT road classification.
- Traffic volume information.
- Population density and demand indicators.
- Network resilience designations.
- Accident and safety data.
- Speed environment information.
- Service scores informed by inspections, maintenance history and operational intelligence.

The relative influence of these factors is periodically reviewed to ensure the methodology reflects current asset management priorities and network needs.

Final Validation

Highway engineers and inspectors review the initial ranking to confirm the condition evidence, cause of failure, recommended treatment, scheme limits and estimated cost. This review also considers growth and coordination factors, including committed regeneration and development activity, utility works, active travel projects, drainage schemes and other planned infrastructure works.

Where appropriate, proposed resurfacing schemes may be coordinated or deferred to avoid abortive investment or unnecessary disruption, unless safety concerns or asset risk require earlier intervention. Professional judgement is retained as a quality assurance process rather than a replacement for the evidence-led assessment. Any material departure from the initial ranking is documented, together with the supporting evidence and approving officer.

Programme Optimisation and Member Input

The prioritised list forms the starting point for developing an affordable multi year capital programme. The Council seeks to identify the combination of schemes that delivers the greatest overall network benefit whilst maintaining an appropriate balance between classified roads, local roads, preventative treatments and more substantial reconstruction schemes.

Factors such as programme packaging, traffic management requirements, seasonal constraints, utility activity and design readiness may influence the timing of delivery, but do not alter the underlying prioritisation assessment.

Assurance and Review

The Council maintains records of prioritisation data, validation decisions and reasons for any scheme deferrals. The methodology is reviewed annually to ensure it remains aligned with network needs, asset management objectives and available funding.

Reviews consider treatment performance, changing network condition, reactive maintenance demand, delivery outcomes and forecast whole-life benefits. This provides assurance that priorities continue to be determined through a transparent and consistent process based on evidence, professional judgement and sound asset management principles.

Overall, the methodology ensures that highway maintenance and resurfacing priorities are determined through a balanced assessment of condition, risk, network function, community impact, deliverability and long-term value, rather than any single measure or factor.

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Appendix 2 – Culvert & Structures Priorities

Bridges Capital Programme Update				
		Programmed Expenditure		
Capital Budget 2026/27 - 2027/28	Details	<u>2026/27</u>	<u>2027/28</u>	<u>Total</u>
Programmed Works for Highway Structures				
Retention/Misc.	Release of retention for previous works carried out and minor miscellaneous items	£15,000	£15,000	£30,000
Miscellaneous Structures and feasibility	Feasibility and design works associated with bidding and programming future works, together with in year urgent schemes identified by on-going inspections and assessments	£250,000	£175,000	£425,000
Subways & LED lighting	On going improvements to subways/lighting to replace/converting existing units to more efficient LED units.	£25,000	£25,000	£50,000
Protective systems to structures	Apply new protective system to steel elements of structure(s)		£50,000	£50,000
Eagle & Child Retaining Wall	Recent inspections have noted bulging and other defects to the wall and heavy deformation of the retained footpath to the front of the wall. Investigative works, masonry repairs / refurbishment of the wall is required. Start on site has been delayed whilst a legal easement is agreed with the brewery	£0	£460,000	£460,000
Walshaw Bank Footbridge	Replacement of footbridge inc. new abutments, rebuilding of training walls and new superstructure.		£45,000	£45,000

Woodhill Bridge	Refurbishment of masonry arch bridge inc. repairs/provision of training walls, rebuilding of spandrel walls and pressure pointing of arch ring.		£50,000	£50,000
Replacement of minor Structures	Replacement, renovation of smaller structures.	£25,000	£25,000	£50,000
Total Required Funding		£315,000	£845,000	£1,160,000

Appendix 3 – Road Safety Priorities**Previously Approved 2026/27 Programme from Cabinet 11/03/2026**

Bury's Integrated Transport Block (ITB) Minor Works Road Safety programme of works for financial year 2026/27.

Included for information only.

Location	Scheme Proposed	Estimated Cost
B6196 Ainsworth Road near Watling Street	Proposed new Puffin crossing near Watling Street	£125k
B6213 – Market Street – Tottington – upgrade from Zebra Crossing to Puffin Crossing	Proposed replacement of Zebra crossing with new Puffin crossing	£125k
A665 Bury Old Road near Kenilworth Avenue - Whitefield	Upgrade of old Pelican Crossing to modern Puffin Crossing	£50k
A665 Bury Old Road near Cuckoo Lane – Prestwich -	Upgrade of old Pelican Crossing to a modern Puffin Crossing	£50k
Cecil Street area – Bury	Proposed 20mph Zone School scheme featuring traffic calming	£75k
Chapel Street - Tottington	New interactive safety sign	£ 5k
A665 Bury Old Road near St Monicas - Prestwich	New interactive safety sign	£ 5k
B6215 Holcombe Road - Greenmount	Replacement of life expired interactive safety signs	£ 5k
A665 Radcliffe New Road - Radcliffe	Replacement of life expired interactive safety sign	£ 5k
A56 Manchester Road near Wellington Road - Bury	Replacement of life expired interactive safety sign	£ 5k
A58 Rochdale Road - Bury	Replacement of life expired interactive safety sign	£ 5k
Remedial Traffic Calming measures – various locations	Allocation of funds for remedial safety lining and signing measures throughout the borough.	£ 6k
Fees @ 18%		£82k

TOTAL FUNDING AVAILABLE		£543k
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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	Live Well Implementation in the Borough	
Report of	Cabinet Member for Adult Care, Health and Public Service Reform	

Summary

- This paper follows the Cabinet paper of September 2025 approving the grant conditions and deployment of the GM Live Well funding to establish a Live Well centre in Whitefield as a 'pilot' of the Year 1 roll out of the GM Live Well Programme in Bury.
- This paper updates the Cabinet on the successful establishment of the Live Well Centre in Whitefield and wider investments in voluntary and community capacity in Whitefield and across the borough as our Year 1 programme.
- The paper proposes approval of the grant agreement with GMCA for year 2 and Year 3 live well funding and proposes areas of expenditure for both Bury Voluntary and Community Faith Alliance ("VCFA") and Council as indicated.
- The paper provides a framework for the consideration of year 3 spend.

Recommendation(s)

Cabinet are recommended to

- 1) Note the good progress of Live Well year 1 funding to establish the Whitefield Live Well centre in Besses and note the VCFA utilisation of half of the grant award to support the Live Well centre and invest in community capacity in Whitefield and beyond.
- 2) To approve entering into a further grant agreement to secure the £676,000 from GMCA for Years 2 and 3 and the allocation of £338,000 to Bury VCFA in each year, subject to appropriate grant funding arrangements.
- 3) To note the priorities for VCFA investment in Year 2 and approve the proposals for spend for the Year 2 Council element of the grant funding.
- 4) To agree a framework for prioritisation of Live Well investment across the borough for year 3.

Reasons for recommendation(s)

- Approval of the recommendations secures £676,000 from the GM Live Well Fund for year 2 and year 3 and provides for investment in the Bury VCFA of half of that in each year - £338,000 – to continue the implementation of Live Well in the borough following the year 1 pilot in Whitefield. The GM Live Well programme does not require match funding and is completely aligned with the principles of the LETS Do It Strategy.

Alternative options considered and rejected

- The alternative option to obtaining the grant funding is to not receive it which is a missed opportunity to deliver a key aspect of the council Lets Do It strategy, with no benefit.
- It will be noted it is a condition of the grant that 50% of the funding received should be spent with the local voluntary and community sector. There is an alternative that would see the Council administer multiple grants to local voluntary and community sector colleagues rather than inviting the VCFA to lead that, but it would require additional administrative and management resource in the council to do that and VCFA have well established and mature grant management processes and knowledge of the voluntary and community sector in the borough. This alternative is therefore rejected.

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Department: Health and Care
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Background

GM Live Well Programme

1. Live Well is a GM Wide Programme funded by GMCA and NHS GM. Its focus is to create places and networks that provide co-ordinated support to resident to access the help and advice they need to live the lives they want with the aim of reducing social, health and economic inequality. A particular focus is on the creation of a network of Live Well centres and spaces across Greater Manchester, with the intent that every neighbourhood (for Bury 5 neighbourhoods as described in Let Do It) by 2030, supported by targeted investment in voluntary and community services to support residents.

GM Live Well in Bury

2. In 2025 the cabinet approved a paper describing the intent of the year 1 of Live Well funding in the borough. The cabinet paper approval secured receipt via a grant agreement with GMCA of year 1 implementation funding of £676k. In line with the condition of the funding, 50% (£338k) was paid over to the Bury VCFA to allow delivery of the proposals in this borough. Live Well year 1 has been jointly led by the Executive Director for Health and Care, and the Chief Executive of VCFA in accordance with the spirit of the programme
3. The Year 1 Live Well implementation funds were previously approved by Cabinet to be committed to refurbish 'The Ark' site in Besses in Whitefield and to establish this as our local exemplar Live Well pilot site. The site was to become a focal point for wider community and neighbourhood network in Whitefield building out of the strengths, and also gaps, in voluntary and public service provision in that place. Cabinet will recall "The Ark" was a disused and derelict former Pupil Referral Unit on Albert Drive. Cabinet will note that across the GM Live Well programme this was regarded as an ambitious initiative – being the only Live Well centre that is essentially new provision rather than existing building provision being re-branded.
4. The Council share of the funding received was used to fund the capital refurbishment works required at the site (£272.94k) and also to cover the costs of a dedicated project manager (employed by the Bury VCFA) to lead on delivery of this important scheme (£66.07k.)
5. Practical completion of the scheme was achieved on July 10th, 2026, with the formal opening of the centre by the Bury Mayor on 16th August 2026. The refurbishment of the building has been completed to a good standard, and follows extensive co-design and co-production with the local community and reflective of three elements of the building:
 - a. A welcome open space with access to a community cafe, community room and 1-1 meeting rooms.
 - b. A staff base for the children's Early Help team (working over 2 sites with the Ribble Drive Community Centre) and the Integrated Health and Care Team serving Whitefield (Community Nursing and Adult Social care)
 - c. The utilisation of the former school sports hall for community use.
6. The Community Café is now open and runs daily Monday to Friday 9.30-2.30. The Community café is operating by Persona (the Local Authority Trading Company providing a range of adult care services), building out of their experience of the well-regarded cafe in the park as part of the GM Ageing in Place initiative. We are also pleased that various community groups already utilising and running classes and activities from the centre, The two community navigators employed by VCFA

are also now in post and working at the site. The early help team commenced moving in on 11th August.

7. Even in this 'soft launch' phase feedback from community groups, neighbours, and staff has been very positive so far with community connections being made and cohorts of residents with vulnerabilities and in need of support being identified. A Facebook group has over 250 members, and multiple requests for space for community groups, public services, and partner organisations in Whitefield are being received.
8. Recognising the complexities of bringing the site up to the required level for safe occupation from its dilapidated state, an overspend against the capital budget allocated to the scheme was anticipated – in the main due to major works required to the kitchen fit out, electrical installation and building structures. Final outturn figures are still to be finalised but, are estimated to be circa £150k with the overspend being addressed as a first call against Year 2 Live Well allocation.
9. As indicated 50% of the Year 1 grant has been provided to VCFA in support of the programme. These funds have been committed by the Bury VCFA to support the appointment of two navigator roles within the centre and also to allow engagement and wider set-up costs of the new scheme. VCFA have also commenced several grant schemes supporting the voluntary and community capacity in Whitefield and particularly Besses, and across the borough. The slide below provides detail of the grants administered by VCFA

Grants and Investments		
Let's Make Whitefield Green - Eden Gardens Allotment Association - Whitefield Bowling Club - Whitefield Horticultural Society - Lancashire Wildlife Trust - Besses Together - Abington Close Funding Total Awarded- £10,064	Targeted Grants & Awards- Whitefield - Happy Me Community - Whitefield Methodist & Oasis Centre - St Andrews School Holiday Breakfast Club - Art in Whitefield - Shaheen Inspired women's network – Leadership Programme - Tina GTR – Leadership Programme Funding Total Awarded- £27,100	Let's Live Well & Cook Well - Let Your Light Shine - Growing Together Radcliffe - Creative Living Centre - Caritas red Door - Flowhession - Incredible Edible - RammyMen - BAAS – Befriending & Adult Autism Support Funding Total Awarded- £20,000
Let's Live Well & Support Unpaid Carers 9 submissions received - Panel due to meet 6th August 2026 Funding Total Available- £25,000	Whitefield Capitals Grants- Large 5 grants available up to £20K per application. Closing September 2026 Funding Total Available- £100,000	Whitefield Capitals Grants- Small 10 grants available up to £1K per application. Closing September 2026 Funding Total Available- £10,000

10. In addition, an early priority for the VCFA was to invest in additional summer activities for children and families in addition the support offered to the Bury Youth service. This has included




Whitefield Summer Club

Whitefield summer club created as a collaborative project with VCSE groups.

Structured to avoid overlapping on days, times and activity type to encourage collaboration and cross service promotion

- **Total Awarded £15,247**

Summer Club Activities

- Drumming with Drum Happy
- Nature and Craft sessions with Lancashire Wildlife Trust
- Cricket with Unsworth Cricket Club
- Puppetry and Storytelling with School of Curiosity
- Beginners Cycling Skills
- Muay Thai Boxing with Phoenix Outreach
- E-Sports gaming with BeeSports
- Drama with MaD Theatre



Activity	When & Age	Where	How to Book
Nature & Craft Sessions	Mondays 12.30-3.00pm 11-18yrs	Biz Park, Meel at the Basketball Court	Bookings: Philp Lees Number: 07787 551375 email: phil@3000et.co.uk
Drama Sessions	Mondays 4.00pm-5.00pm 8-11yrs 5.00pm-6.00pm 12-18yrs (up to 25yrs with SEN)	Whitefield Live Well Centre, Albert Road, Whitefield, M45 8BH	Bookings: info@madtheatrecompany.co.uk number: 0778916215
Drumming Sessions	Tuesdays 10.00am-11.00am 4-11yrs 11.45am-1.00pm 12-18yrs (up to 25yrs with SEN)	Whitefield Live Well Centre, Albert Road, Whitefield, M45 8BH	Bookings: info@drumhappy.co.uk Enquiries: info@drumhappy.co.uk
Level 1 Cycle Skills	Wednesdays 10.00am-12.00pm 4-11yrs 1.00pm-3.00pm 12-18yrs	Unsworth Cricket Club, Pole Lane, BL9 8DL	Bookings: info@ucac.co.uk Enquiries: info@ucac.co.uk
The School of Curiosity	Thursdays 9.30am-11.00am 8-11yrs 11.30am-1.00pm 12-18yrs	Whitefield Live Well Centre, Albert Road, Whitefield, M45 8BH	Bookings: info@schoolofcuriosity.co.uk Enquiries: www.schoolofcuriosity.co.uk/contact
Muay Thai & Wallball Sessions	Fridays 12.30pm-1.30pm 5-18yrs	Phoenix Muay Thai Gym Unit 28, Albert New Mill, Albert Cross Trading Estate, Whitefield, M45 8BH	Bookings: info@phoenixgym.co.uk Enquiries: Phoenixoutreachcommunity@gmail.com Enquiries: 07573 697883
Cricket	Fridays 4.00pm-5.00pm Under 11 5.00pm-6.00pm 11-18yrs (up to 25yrs with SEN)	Unsworth Cricket Club, Pole Lane, BL9 8DL	Bookings: info@unsworth.co.uk/whitefield-summer Enquiries: Enquiries@unsworth.co.uk Number: 07862717912
E-Sports & Gaming with Bee Sports	Saturdays 10am-1pm 8-16yrs	Bee Sports Hub Unit 28, Albert New Mill, Albert Cross Trading Estate, Whitefield, M45 8BH	Bookings: info@beesportshub.co.uk Enquiries: gordon@beesportshub.co.uk
Breakfast Club	Monday-Friday 27th July to 28th August 10.00am-11.00am	St Andrews Church, Whitefield	Booking not required






11. The work of the Live Well centre is co-ordinated by a Live Well Steering Group and reported to the Bury Public Service Reform Board and ultimately to the Bury Health and Well Being Board. It is also reported to the GM Live Well Board as part of the reporting against the grant agreement. The focus of the work, building on the solid foundation established, is to bring more services to the building, build community connections and navigation, and increasingly focus interventions to need. A particular focus will be on strengthened opportunity of the family hub, and on adult poverty through a focus on work and skills (including operating as a spoke of the Bury works neighbourhub opened in Millgate) and income maximisation/debt management.
12. Cabinet approval was also previously approved with regard to a £100k recurrent commitment to the corporate landlord running costs of this scheme (noting this as one was example, first corporate landlord schemes.) and any other live centre provision as it develops. The scheme has been an early adopter of the new corporate landlord model and current estimations indicate that the committed recurrent funds of £100k will be sufficient to cover the ongoing running costs of the site. It will be noted that the upfront initial revenue support to allow the establishment of the community café is anticipated to put a level of pressure on this budget in the early years of centre operation. In year one, the proposal is to manage this financial pressure from part-year effect slippage alongside, promoting wider use and income generation from café operations. In later years, the income generation of the community café, alongside revenue from room letting, against costs incurred will be assessed on a regular basis to manage and act as appropriate, with the intent of securing financial sustainability for the centre. The £100k is reflected in the MTFs.

13. Learning from the Year 1 site has enabled clarity on the framework for Live Well investment across Bury for Years 2 and 3. Live Well in Bury is a core component of the borough's prevention and early intervention offer, aligning with:

- The Let's Do It Strategy, which emphasises neighbourhood working, inclusion, community empowerment and enterprise.
- The GM Live Well ambition, which focuses on prevention-first, integrated neighbourhood delivery, and strong VCSE-led support.

GM Year 2 Live Well Grant conditions

14. A grant agreement exists between Bury Council and GMCA for the funding received in year 1. Written confirmation has now been received from GMCA of the grant offer for Bury in Year 2 and in Year 3, each of £676,000, from the GM Live Well Fund. The Live Well Implementation Support Fund is provided to support the continued development and delivery of Live Well as a cornerstone of the Greater Manchester Strategy and its underpinning Delivery Plan, with a particular focus on reducing health, social and economic inequalities across Greater Manchester.

15. The Fund is intended to:

- a) Strengthen the local Live Well support infrastructure;
- b) Increase the visibility, recognition and accessibility of Live Well for residents;
- c) Support Local Authorities to embed optimised neighbourhood working through integrated teams, governance and planning;
- d) Sustain progress towards the GMS delivery plan objective that, by 2030, Live Well will be accessible from every neighbourhood.

16. The Grant may be used to support the development, enhancement and integration of Live Well centres, spaces and offers within the Local Authority area, where this contributes to the delivery of the GM Live Well ambition and agreed local priorities, including (but not limited to):

- a) The continued establishment of Live Well centres, spaces and community-based offers;
- b) Enhancing existing local settings or accelerating the integration of multiple access points into a joined-up Live Well offer;
- c) Developing or strengthening the Live Well offer in one or more of the agreed priority support themes: employment support, primary care, mental health, housing support, debt and financial advice and/or support for families/enhanced support where needed;
- d) Enabling the co-location of staff and the formation of cross-sector neighbourhood teams, across public services (including Health and Care) and the VCFSE sector;
- e) Supporting alignment between integrated neighbourhood working models and Live Well centres and/or spaces;

- f) Building on existing approaches to develop Live Well workers, connectors or navigators operating from and between Live Well centres and spaces;
- g) Supporting the resilience of the local VCFSE sector and an accelerated shift towards a preventative, strengths-based system; and
- h) Strengthening community-led design, research and decision-making as a core component of Live Well implementation, supporting meaningful community involvement in shaping local priorities, influencing services, and driving sustainable systems change.

Year 2 Live Well Implementation in Bury

17. In the context of the grant agreement requirements of the GM Live Well programme, and the learning from year 1, the following priorities for Year 2 Live Well funding are proposed:

18. 50% of funding received to be passported via grant agreement to the VCFA for the following purposes:

- a. To invest in community capacity, networking development, and volunteer support across all 5 neighbourhoods in the borough in accordance with the principles of the Live Well grant above.
- b. To maintain the investment in the navigator roles in Whitefield
- c. To work closely with the multiple investments in Radcliffe – including the Radcliffe hub, the Pride in Place funding, and NHS investment in the Radcliffe primary care centre to operate as a neighbourhood Live Well centre, to ensure more consistent presentation of the offers both public and voluntary sector provision to the people of Radcliffe.
- d. To undertake assessment of capacity and gaps in voluntary sector provision in Bury, Prestwich, and Ramsbottom to inform future commissioning intent
- e. Develop needs analysis for Bury East in particular focusing on emerging evidence of economic inactivity
- f. To draw on additional capacity in the VCFA from “Spaces of Hope” funding, to align the neighbourhood estates strategy, the local neighbourhood strategy, and the roll out of Live Well.
- g. To develop a framework for the identification and accreditation of Live Well hubs, centres and spaces, in accordance with the GM Live Well ‘hallmarks’ document, and to establish networks of support between them.

19. The remaining 50% of the Live Well funding to be held by the council and used as follows:

- a. The focal point for year 1 has been the ambitious vision of converting a derelict building into a vibrant Live Well centre at the heart of a managed network of community and voluntary capacity in the borough. The risk of the programme has been unknowable additional costs associated with the conversion of the building and as indicated in paragraph 8, this will be the

first call on the finalised costs for the Live Well centre conversion from the council allocation - £150k

- b. The funding of the Bury Live Well programme lead, hosted by VCFA - £68k
- c. 5k funding for each neighbourhood team (comprised of the integrated neighbourhood team in health and adult care, the public service leadership team, and the family first and families first team) to build connections and networks with key voluntary and public services stakeholders in a way that reflects the local priorities.
- d. Recognising that a core objective for the Live Well programme is to connect residents with information about public and voluntary services in their neighbourhood, explore opportunities to deploy new models of AI capability to equip front line practitioners and the public with more consistent and robust information. This follows a similar programme in childrens services with Beebot implementation. A provisional allocation of £50k is made subject to current dialogue with a number of providers.
- e. A budget for minor adaptations to Council premises to ensure compliance with the hallmarks document for the GM Live Well programme which provide estate standards for Live Well hubs, centres and spaces. - £25k

Year 2 Proposal		£k	GM priority (see criteria above)
Total Grant Allocation		676	
VCFA Allocation		(338)	Supporting the resilience of the local VCFSE sector and an accelerated shift towards a preventative, strengths-based system; and Enhancing existing local settings or accelerating the integration of multiple access points into a joined-up Live Well offer;
Total Council Available		338	
Live Well Programme Lead	(68)		(employed by VCFA)
Completion of Whitefield Live Centre	(150)		The continued establishment of Live Well centres, spaces and community-based offers;
Connection and Partnership Building Budget for multi-agency teams in 5 places	(25)		Supporting alignment between integrated neighbourhood working models and Live Well centres and/or spaces;
Test and implement AI/Digital tools supporting connectivity of residents to community capacity in neighbourhoods	(50)		Enhancing existing local settings or accelerating the integration of multiple access points into a joined-up Live Well offer;
Minor estate adaptations	(25k)		The continued establishment of Live Well centres, spaces and community-based offers;
Contingency	(20)		

Year 3 Investment and future years

20. Year 3 Live Well investment has been confirmed in writing by GMCA for Bury at the same level as year 2 and will be subject to the same Grant Agreement – £676,000 with 50% to be invested in voluntary and community capacity.
21. A further cabinet paper in 2027 will propose deployment of the year 3 funding. The funding proposals will reflect on further learning from Whitefield, from the presentation of the network of voluntary community and public service capacity in Radcliffe, from the needs analysis and community capacity benchmarking in Bury East, and the emergent integrated estates and Live Well networks across the borough.
22. Whitefield has served as the exemplar neighbourhood for Live Well in Bury and although still in its infancy, is starting to demonstrate how through strong integrated delivery, VCSE leadership and coordinated community assets we can produce measurable improvements in resident experience and early help outcomes.

Whitefield was chosen as our exemplar site for four key reasons:

- Limited local infrastructure — The area has a general lack of voluntary sector presence, neighbourhood facilities, and leisure provision, meaning residents have fewer everyday support options compared with other Bury neighbourhoods. This gap made it a priority location for capacity building and investment.
 - Higher levels of inequality — Whitefield experiences inequalities that directly affect life chances. GM Live Well funding is explicitly targeted at neighbourhoods where early help, prevention, and community-led support can have the biggest impact.
 - A unique opportunity: The Ark building — a disused council building was available and suitable for redevelopment. This provided a rare chance to create a flagship Live Well Centre quickly and cost-effectively, rather than starting from scratch.
 - Strategic alignment with GM Live Well requirements — The GMCA/NHS GM grant required each borough to deliver one exemplar Live Well Centre. Whitefield offered the clearest path to meeting this requirement by 2026.
23. However, we know that Whitefield is unique in its makeup, that other neighbourhoods in Bury differ significantly and that what has worked in Whitefield, may not work in other places. A 'one-size-fits-all' approach would fail because each neighbourhood's demographics, health profile, economic activity, and community assets create fundamentally different starting points, pressures, and opportunities. A one size fits all approach cannot respond to these variations in need, risk, and potential. It reinforces inequalities by giving equal investment to unequal need. It reduces impact, because interventions are not tailored to local conditions.

24. Live Well requires us to understand the specific circumstances of places

Different Demographics

- Neighbourhoods in Bury have distinct population structures, e.g., age, ethnicity, and household composition.
- Areas with younger families may need investment in childcare, early years, youth provision, safe play spaces.
- Areas with older populations require accessible transport, falls-prevention and social connection infrastructure.
- Neighbourhoods with higher ethnic diversity benefit from culturally competent services, language support, and community-led organisations.

Different Health Profiles

- Bury's neighbourhoods show stark variation in long-term conditions, mental health prevalence, disability, and healthy life expectancy.
- Bury East and Radcliffe have higher levels of deprivation-linked ill health with more affluent areas seeing better health outcomes.
- A uniform approach risks over-investing where need is lower and under-investing where inequalities are deepest.

Different Economic Activity

- Neighbourhoods vary in employment rates, skills levels, income, and local business ecosystems. Radcliffe and Bury East have higher unemployment and lower skills, requiring potential investment in employability and skills programmes. Prestwich and Ramsbottom have stronger local economies, where investment could e.g., focus on innovation, enterprise, and growth.

Different Community Assets & Infrastructure

- Neighbourhoods differ in the strength of their VCSE organisations, community centres, parks, transport links, digital connectivity, and social infrastructure.
- Some areas have rich community assets that can be leveraged for prevention and early intervention and creation of Live Well 'spaces and places'
- Others have a more fragile infrastructure with fewer community assets requiring investment to build the foundations for stronger community connectivity.
- Some neighbourhoods have seen significant strategic investment from other sources, e.g. Pride in Place, so a strategic investment approach is required to avoid duplication and maximise e.g. match funding opportunities.

Neighbourhood identity and lived experience matter

- People in each part of Bury have different histories, cultures, priorities, and expectations of public services.

- Investment must reflect local voice, local priorities, and local strengths.
- A universal approach minimises these differences and risks creating solutions that communities do not recognise or trust.

25. In order to respond proportionately to these variations in need, risk and potential across neighbourhoods, we will vary the emphasis placed on three core ingredients of the Live Well proposition:

- VCSE capacity building — strengthening the VCSE and faith sector.
- Partnership and network development in places — deepening collaboration between VCSE organisations and between VCSE and public services in neighbourhoods, enabling us to increasingly articulate a coherent, joined-up offer to residents.
- Physical and virtual Live Well assets — investing in the refurbishment, development and presentation of Live Well hubs and centres, and positioning them as a connected virtual network of trusted places.

26. This approach ensures resource and investment are targeted according to:

- Community insight and lived experience
- VCSE maturity and leadership capacity
- Neighbourhood profile analysis
- IMD and inequality indicators
- PSR cohorts of risk
- Quality and accessibility of physical community assets and infrastructure

The approach focuses on expansion from the Whitefield exemplar into Prestwich, Bury West and Radcliffe, Bury East and Bury North, with intervention, activity and investment directed to neighbourhood-specific gaps in service delivery capacity.

This approach will enable us to determine neighbourhoods (or pockets within neighbourhoods) with for example:

- High need and lower readiness which require intensive investment and foundational capacity building
- Moderate need and mixed readiness which require targeted investment to fill gaps and strengthen coordination
- Lower need with higher readiness which require consolidation, light-touch support and opportunities to act as exemplars.

Links with the Corporate Priorities:

This reflects all aspects of the Lets Do it strategy that signalled an intent for public services to work in partnership and in a strengths-based way with people and communities, the voluntary sector, and other key stakeholders, with the aim of reducing health, social and economic inequalities in GM.

It particularly speaks to Lets principles of local, together and strengths, and exemplifies a boldness of approach in Bury that is enterprising and recognised to be so by the GM Live Well programme.

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. Sign off to be completed by the Council's Equality, Diversity and Inclusion (EDI) Manager (contact I.cawley@bury.gov.uk for advice).*

This paper substantially updates on Live Well year 1 implementation of Live Well in Whitefield which was subject to the EIA. We believe the EIA stands as underpinning the roll out of Live Well in year 2 and 3.

Environmental Impact and Considerations:

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

- N/A
-

Procurement Implications:

- No procurement implications
-

Legal Implications:

The Council has power to accept and apply the proposed funding in support of its wellbeing, public health and community development functions. Appropriate grant funding arrangements will be required between the Council, GMCA and Bury VCFA to ensure that funding is applied in accordance with the objectives and conditions of the Live Well programme.

Legal Services will review of the proposed Year 2 and Year 3 grant agreement with GMCA. Should the legal review identify any material legal concerns or risks which would affect the proposals set out in this report, the matter will be referred to Cabinet for further consideration.

Appropriate grant funding arrangements will also be required in respect of the onward allocation of funding to Bury VCFA.

Financial Implications:

The financial implications in terms of proposed utilisation of the GMCA grant are outlined in the report and there are no additional financial implications for the council.

Appendices:

Not applicable

Background papers:

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

Not applicable

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

Term	Meaning

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Classification: Open	Decision Type: Key
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Report to:	Overview & Scrutiny Committee Cabinet	13 October 2026 14 October 2026
Subject:	Draft 2027/28 Revenue Budget and Medium-Term Financial Strategy 2028-30	
Report of	Cabinet Member for Finance and Transformation	

Summary

1. To present to members the updated budget position for 2027/28, comprising:
 - Refreshed budget assumptions and funding movements.
 - Draft revenue savings.
2. To inform members of the updated budget gap of £34.959m for the three years 2027/28 to 2029/30 before applying any of the offsetting revenue budget proposals, comprising:
 - 2027/28 £20.332m
 - 2028/29 £3.817m
 - 2029/30 £10.811m
3. To present a draft set of savings of £10.747m in 2027/28, £6.172m in 2028/29 and £0.533m in 2029/30, totalling £17.451m, which are in line with the Council's strategy to close the budget gap over the medium-term.
4. To inform members of the remaining budget gap of £17.508m comprising:
 - 2027/28 £9.585m
 - 2028/29 (£2.355m)
 - 2029/30 £10.278m
5. To inform members of the forecast reserves position over the three years 2027/28 to 2029/30.
6. To set out the 2027/28 budget setting process ahead of Budget Council on 24 February 2027.

Role of Overview and Scrutiny Committee in the budget process

1. Under the Council's Constitution, the Overview and Scrutiny Committee is required to advise and consider the Cabinet's budget, Council Tax proposals and report to Cabinet on the outcome of its deliberations before the matter is referred to Council.
2. In considering the budget proposals, the Committee can challenge how the budget has been constructed. It may wish to probe the assumptions that lie behind the budget strategy, what are the main savings proposals, how will any growth be funded, and has an appropriate level of reserves been set.
3. The Committee will also need to maintain a 'big picture' three-year view of the financial pressures affecting the Council and understand how these might impact on existing budget and budget setting in subsequent years. These issues are set out in the Financial Context and Background section below.

Recommendation(s)

Overview and Scrutiny is asked to:

1. Note the report
2. Consider whether they wish to make any comments and recommendations to Cabinet on the content of this report.

Cabinet is asked to approve the following recommendations:

1. Approve the updated Medium-Term Financial Strategy to 2029/30, including the underlying assumptions regarding resources and spending requirements.
2. Approve the Draft 2027/28 Revenue Budget and Medium-Term Financial Strategy position as set out within this report, including the forecast remaining budget gap of £9.585m for 2027/28 and cumulative gap of £17.508m by 2029/30, as the basis for consultation and further budget development.
3. Approve the total budget assumptions of £29.945m in 2027/28.
4. Approve the new saving proposals totalling £17.451m over the period 2027/28 to 2029/30, including £10.747m in 2027/28, £2.686m of which are subject to the outcome of the public budget consultation of which £1.070m relates to 2027/28.
5. Note the total savings programme of £27.251m over the period of 2027/28 to 2029/30, including £17.560m in 2027/28.
6. Approve public consultation on the draft budget assumptions and new savings requiring a policy decision between 19th October to 30th November 2026.
7. Note that the outcomes of the budget consultation will be reported back to Members and used to inform the final budget setting proposals and referred to Overview & Scrutiny Committee for their consideration.
8. Note the draft proposal to increase Council Tax by 4.99% in 2027/28 and the remaining years of the MTFS 2028/30 (comprising 2.99% general increase and 2.0% adult social care precept) in line with the current referendum limits.
9. Note the progress to date in relation to the voluntary exit scheme.
10. Note the workforce savings, which is primarily the product of funding optimisation, vacancy deletion and organisational redesign and does not represent a change in policy. The intention is to bring forward further proposals to increase the overall workforce-related contributions (including the progression of the voluntary exit scheme).
11. Note the recurring savings and exit costs resulting from workforce reductions will be included in the Final Budget Report and reported to Cabinet and Council in February 2027.
12. Approve the use of flexible capital receipts or capitalisation direction in the form of borrowing to fund eligible severance and transformation costs arising from the delivery of the budget strategy and associated workforce proposals in accordance with the statutory guidance issued by MHCLG with the final allocation to be determined by the Director of Finance.
13. Approve the assumptions relating to sales, fees and charges included with the draft budget and note that detailed schedules will be presented as part of the Final Budget Report.
14. Note the forecast reserves balance for 2027/28 and limited capacity of reserves to support future budget gaps.
15. Note the Section 151 Officer's assessment of the Council's financial position and the reasons why exploration of Exceptional Financial Support is considered necessary;

16. Authorises the Section 151 Officer, in consultation with the Chief Executive, Monitoring Officer and the Cabinet Member for Finance and Corporate Services to explore Exceptional Financial Support with MHCLG, conduct negotiations, provide financial assurance and finalise and submit the application to cover any remaining funding gap in advance of final budget setting.

Reasons for recommendation(s)

1. The Council has a legal requirement annually to set a balanced budget and Council Tax and where necessary undertake consultation with the public, businesses, stakeholders and internally with staff and through Overview & Scrutiny Committee.
2. To update members on the Councils budgetary position and set out the work plan to reduce the forecast budget gap ahead of Budget Council on 24th February 2027.

Alternative options considered and rejected

3. The current assumption within the MTFS is for an on-going 4.99% annual Council Tax increase (2.99% general precept and 2% adult social care precept) which is built into the core spending power assumptions within the 2026/27 to 2028/29 Local Government Finance Settlement.
4. An alternative option could be made to increase its 'relevant basic amount of council tax' above the levels that will be set out in the Local Government Finance Settlement, but this would require holding a local referendum and a majority vote.
5. A 1% increase or decrease in Council Tax is equivalent to c£1.311m of additional funding.

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Department: Corporate Core Department
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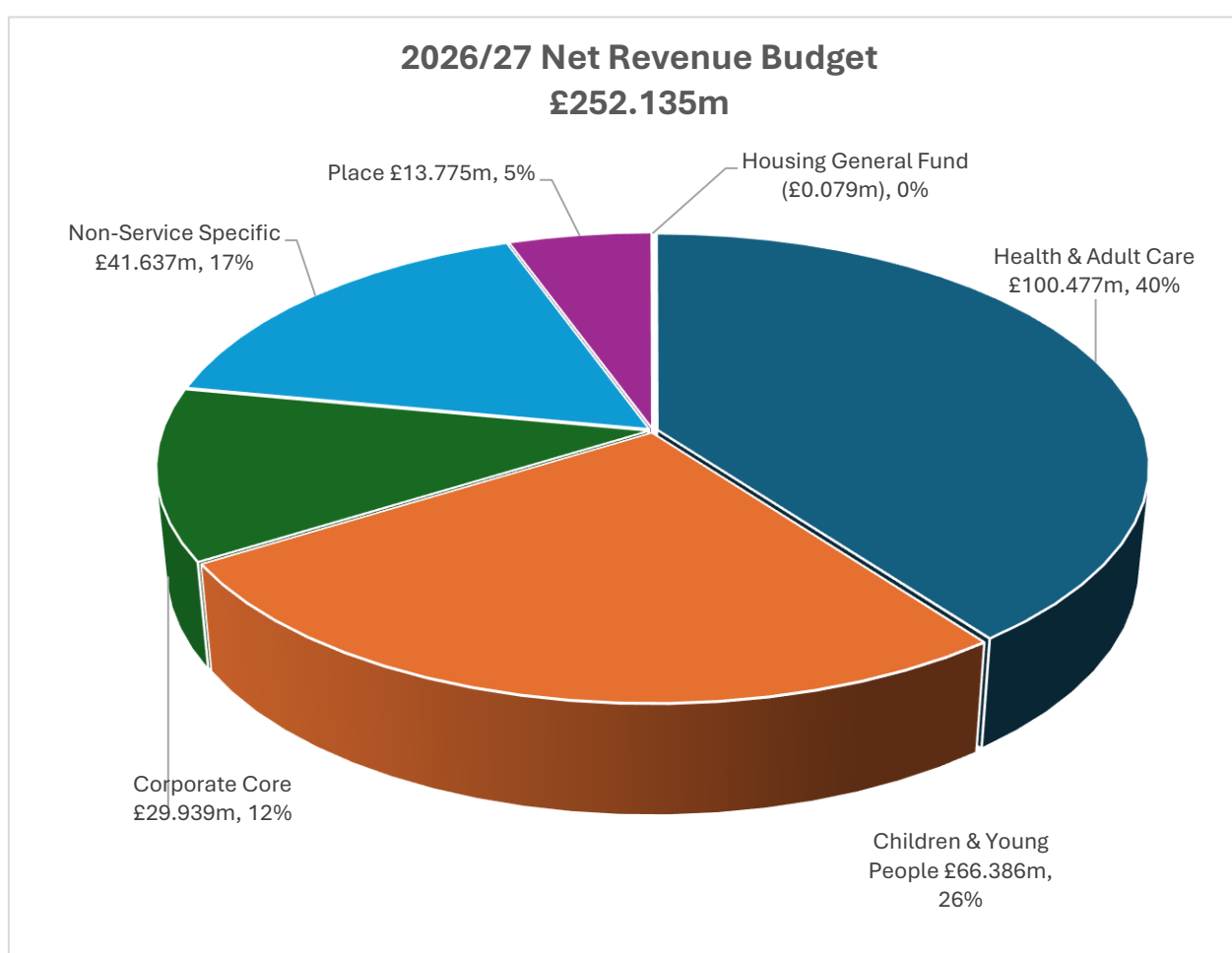
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1. Background

1.1. 2026/27 Base Budget

- 1.1.1. The 2026/27 Final Budget Report presented to Budget Council on 25 February 2026 set out the Council's budget requirement for the 2026/27 financial year and provided details on the Council's reserves position. The budget was developed in accordance with statutory requirements and proper accounting practices.
- 1.1.2. Council approved a net revenue budget of £252.135m for 2026/27. This included an approved use of £3.977m from the Budget Stabilisation Reserve to address the structural funding deficit and deliver a balanced budget.
- 1.1.3. The chart below shows the representation of the net revenue budget of £252.135m by Directorate.



1.2. 2026/27 Forecast Quarter One Position

- 1.2.1. Delivery of the approved 2026/27 budget remains critical to the Council's financial sustainability. Any recurring expenditure pressures emerging during the year will increase future funding requirements and place additional pressure on the Council's medium-term financial position.

1.2.2. The 2026/27 Quarter One Budget Monitoring report, presented to Cabinet on 9 September 2026, forecast an overspend of £5.691m (2.26%), against the Council's net revenue budget of £252.135m. A summary of the forecast position is shown in Table 1 below.

Table 1: 2026/27 Quarter 1 Forecast Outturn	Revised Budget £m	Quarter 1 Forecast Outturn £m	Quarter 1 Forecast Variance £m	Forecast Variance %
Directorate:				
Health and Adult Care	£100.477	£103.020	£2.543	2.53%
Children and Young People	£66.386	£68.598	£2.212	3.33%
Corporate Core	£29.939	£32.071	£2.131	7.12%
Non-Service Specific	£41.637	£40.652	(£0.985)	-2.37%
Place	£13.775	£13.565	(£0.209)	-1.52%
Housing General Fund	(£0.080)	(£0.080)	-	0.00%
NET REVENUE BUDGET	£252.135	£257.826	£5.691	2.26%
Funding:				
Council Tax	(£124.998)	(£124.998)	-	
Business Rates	(£109.326)	(£109.326)	-	
Government Funding Grants	(£13.834)	(£13.834)	-	
FUNDING	(£248.158)	(£248.158)	-	
Use of Reserves:				
Budget Stabilisation Reserve	(£3.977)	(£3.977)	-	
USE OF RESERVES	(£3.977)	(£3.977)	-	
BUDGET POSITION	-	£5.691	£5.691	2.26%

1.2.3. The forecast overspend is largely concentrated within services that are experiencing significant demand-led and workforce related pressures. The most significant forecast variances are:

- **Health and Adult Social Care (HAC)**, mainly reflecting continuing demand and cost pressures within Care in the Community services.
- **Children and Young People (CYP)**, primarily attributable to ongoing price pressures within Children Looked After placements.
- **Corporate Core**, largely arising from agency and temporary staffing costs incurred to maintain service delivery where recruitment to permanent posts has proved challenging.

1.2.4. Adult Social Care and Children's Services continue to account for an increasing proportion of the Council's overall expenditure. Rising demand, increasing complexity of need and sustained market cost pressures continue to drive

expenditure growth above available budget provision. These challenges are being experienced nationally and are not unique to Bury.

- 1.2.5. The Quarter One forecast position has informed the development of the 2027/28 budget. Services have reviewed and updated their budget assumptions to reflect the latest information regarding demand trends, placement activity, care costs and workforce requirements. Whilst management actions continue to be implemented to mitigate in-year pressures, the forecast outturn position highlights the ongoing financial risks facing the Council.

2. Financial Overview

2.1. National Context

- 2.1.1. The Government's three-year Local Government Finance Settlement (LGFS), published in February 2026 following the implementation of Fair Funding Review 2.0 (FFR), provided an improved funding position for Bury compared with previous forecasts. The revised funding arrangements recognised a wider range of need and deprivation factors and, through the introduction of a multi-year settlement covering the period 2026/27 to 2028/29, provided greater certainty over future funding levels and supported longer-term financial planning.
- 2.1.2. The Government is expected to publish an update to the LGFS in late 2026, including confirmation of 2027/28 allocations. However, given the introduction of the three-year funding settlement, the Council does not anticipate any material increase in the overall national funding envelope and therefore has no basis to include any further additional Government funding to address future budget gaps within its Medium-Term Financial Strategy. This needs to be set against a backdrop of 36 councils only being able to set a budget in 2026/27 through accessing Exceptional Financial Support and that number is likely to significantly increase in 2027/28. The Local Government Association (LGA) is forecasting that the current £2bn funding shortfall for local government is likely to more than double by 2027/28.
- 2.1.3. Despite some improvement in the council's funding position arising from the 2026/27 Local Government Finance Settlement, this has not kept pace with increasing costs caused by sustained service demand growth, inflationary pressures and increasing service complexity. Whilst the settlement reduced the scale of the Council's financial challenge, it far from eliminated it. Bury continues to face a forecast budget gap of £9.585m for 2027/28, despite the identification and assumed delivery of a significant savings programme totalling £17.560m, comprising £6.813m of previously approved savings and £10.747m of new savings (see Section 5). Furthermore, the Council's financial resilience has weakened as reserves have been used to support budget sustainability and manage in-year pressures, with the forecast balance on the Budget Stabilisation Reserve no longer sufficient to meet the remaining budget gap. Further details on reserves are provided in Section 7.
- 2.1.4. Local authorities continue to face significant financial challenges arising from increasing demand for statutory services, particularly within Adult Social Care and Children's Services. Demand growth, increasing complexity of need, and

pressures within care markets continue to drive expenditure above underlying funding growth. In addition, increases in the National Living Wage and Real Living Wage continue to increase the cost of commissioned services, particularly within Adult Social Care.

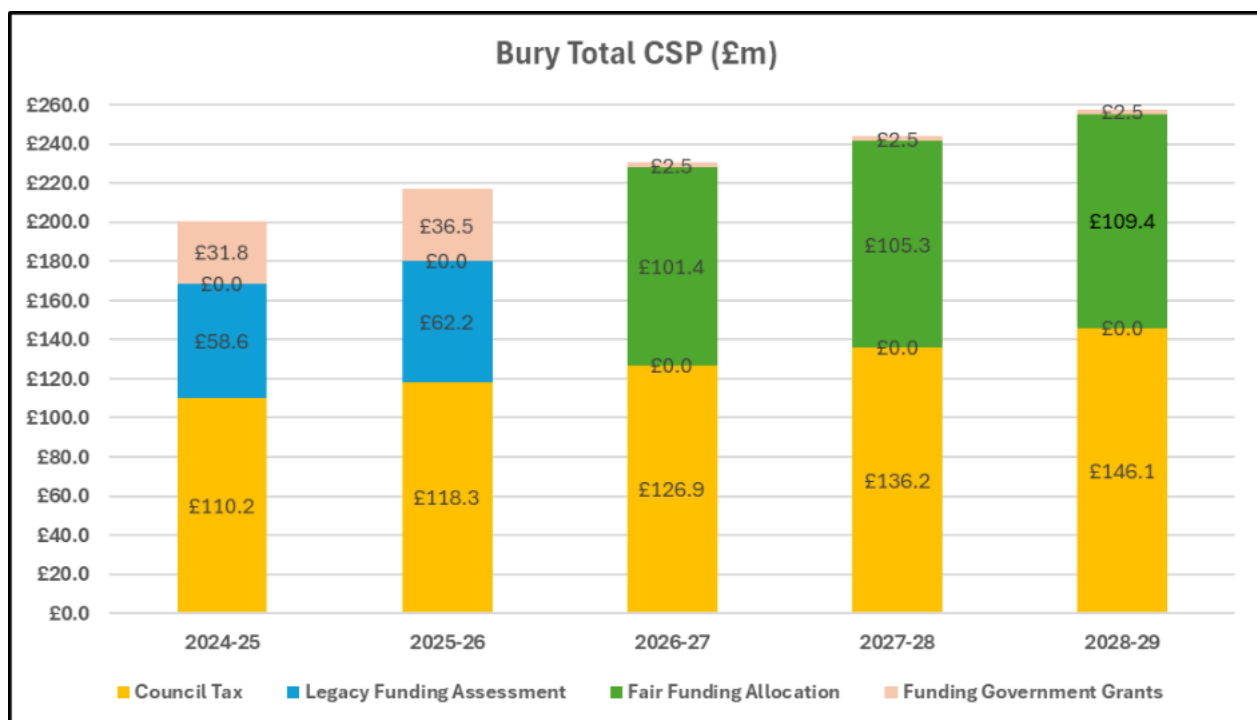
2.1.5. Whilst inflation has reduced from the levels experienced in recent years, borrowing costs remain significantly higher than historic averages, increasing the financing costs associated with capital investment and reducing financial flexibility. The Council continues to review the affordability and deliverability of its Capital Programme in light of construction inflation, supply chain pressures and borrowing costs.

2.1.6. Economic uncertainty continues to create risks around inflation, interest rates, demand for services and income generation. Consequently, the Council must continue to identify sustainable savings, efficiencies and transformation opportunities to ensure expenditure remains aligned to available resources.

2.2. Core Spending Power

2.2.1. Core Spending Power (CSP) is a measure of the resources available to local authorities to fund service delivery. It sets out the money that has been made available to local authorities through the LGFS.

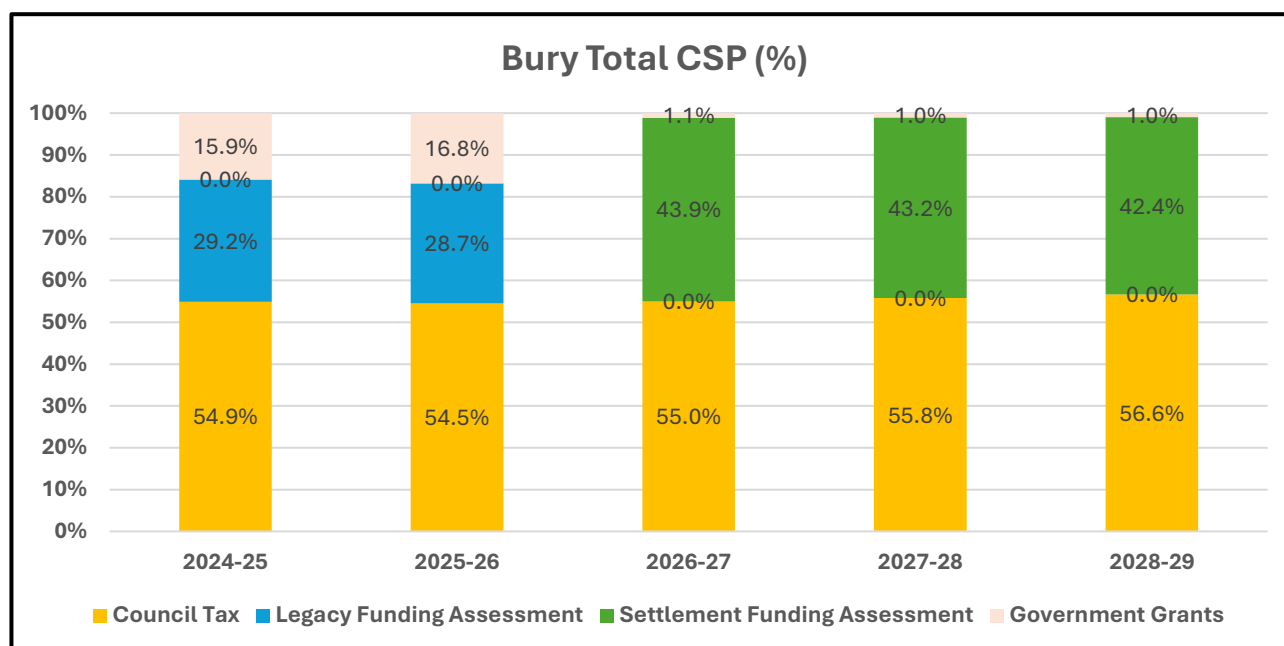
2.2.2. The graph below sets out the figures for local authority CSP from 2024/25 through to 2028/29. [Note figures for 2024/25 and 2025/26 have been adjusted to ensure a consistent measure of local authority income over time]. The published CSP includes four consolidated service grants which are ringfenced for specific service delivery and have therefore been excluded from the graph below.



2.3. Council Tax and Core Spending Power

2.3.1. Council Tax continues to represent an increasing proportion of the Council's overall CSP and financial sustainability is therefore becoming increasingly reliant upon locally generated income. Whilst the LGFS assumes that authorities will maximise the Council Tax increases permitted within referendum limits, the Council's ability to generate additional income through Council Tax base growth is more constrained. Forecast growth in the Council Tax base remains modest due to slower than anticipated delivery of planned housing developments, largely due to market viability challenges.

2.3.2. Table 2 below demonstrates that Bury has the smallest Council Tax Base within Greater Manchester. Consequently, whilst Council Tax represents an increasing proportion of the Council's funding, each 1% increase in Council Tax generates less income than in neighbouring authorities with larger tax bases. In addition, five Greater Manchester authorities have a higher average Band D Council Tax charge than Bury Council, enabling them to generate greater additional income from equivalent percentage increases in Council Tax. This limits the Council's ability to raise locally generated income and increases reliance on savings and transformation activity to maintain a sustainable financial position.



Council Tax 2025/26				
Table 2: GM Districts	Council Tax Base (CTB) for Council Tax Setting Purposes	Rank	Ave Band D (2 Adult equivalent) Council Tax (excl. local precepts) £	Rank
Bolton	82,271	4	£1,860.28	7
Bury	58,698	10	£2,015.33	5
Manchester	140,844	1	£1,783.78	8
Oldham	59,501	9	£2,053.75	3
Rochdale	59,825	8	£2,058.84	2
Salford	78,626	6	£2,052.77	4
Stockport	99,340	2	£2,076.06	1
Tameside	66,773	7	£1,911.99	6
Trafford	81,602	5	£1,721.59	9
Wigan	98,600	3	£1,630.90	10

2.3.3. The table below provides a geographical analysis of both Council Tax & Core Spending Power (CSP) by population & number of dwellings over Greater Manchester authorities.

Table 3: Analysis of CTR & CSP by Population & Dwelling				
GM Districts	2027/28 CSP (per head) £	Rank	2027/28 CSP (per dwelling) £	Rank
Bolton	£1,417.40	5	£3,176.10	5
Bury	£1,278.11	7	£2,908.94	7
Manchester	£1,702.04	1	£3,765.78	1
Oldham	£1,482.75	4	£3,642.73	2
Rochdale	£1,517.47	3	£3,545.32	3
Salford	£1,644.94	2	£3,239.09	4
Stockport	£1,217.65	9	£2,720.92	8
Tameside	£1,393.68	6	£3,048.57	6
Trafford	£1,041.33	10	£2,427.54	10
Wigan	£1,243.36	8	£2,692.82	9
Average	£1,393.87		£3,116.78	

2.3.4. Based on CSP per head of population, Bury receives the seventh lowest level of funding among the ten Greater Manchester authorities at £1,278.11 per head in 2027/28, compared with a Greater Manchester average of £1,393.87.

- 2.3.5. Whilst the implementation of FFR 2.0 improved Bury's overall funding position, the Council's relative position compared with neighbouring authorities remains largely unchanged. Prior to the introduction of FFR 2.0, Bury received the eighth lowest level of funding per head across Greater Manchester at £1,067.58, compared with a Greater Manchester average of £1,138.00.
- 2.3.6. If Bury received funding at the Greater Manchester average level of CSP per head, the Council would benefit from additional recurring funding of approximately £9.9m per annum. This demonstrates that, whilst the FFR improved the Council's funding position, Bury continues to receive comparatively lower funding than many neighbouring authorities.

3. Budget Process

3.1. 2027/28 Budget Approach

- 3.1.1. The vision for Bury 2030 is built upon conversations with communities and with a simple goal for Bury to:
- 3.1.2. **Stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation.**
- 3.1.3. Progress to achieving the ambition for Bury 2030 will be measured by tracking seven core outcome measures of:
1. Improved quality of life.
 2. Improved early years development.
 3. Improved educational attainment.
 4. Increased adult skill levels and employability.
 5. Inclusive economic growth.
 6. Carbon neutrality by 2038.
 7. Improved digital connectivity.

The Let's Do It! strategy sets out four clear principles that will drive everything the Council does of

1. **Local** neighbourhoods.
 2. An **Enterprising** spirit.
 3. Delivering **Together**.
 4. A **Strengths-based** approach.
- 3.1.4. Rolling two-year delivery plans are produced with a clear set of priorities to create the conditions for change. The current 2026/27 Corporate Plan sets out the vision for a council that is financially sound, delivers its statutory responsibilities and contributes to the Borough's LET'S Do It! outcomes.
- 3.1.5. The three core overarching priorities within the Corporate Plan remain unchanged for 2026/27 with an additional enabling priority, delivery of which will also secure financial stability. The priorities overlay the "business as usual" departmental functions which are described separately in service planning documents.

3.1.6. The three core strategic priorities are defined as follows:

1. **Driving Inclusive Growth** – Further delivery of sustainable housing, completion of the levelling up programmes and ongoing strategic regeneration including a refreshed Local Plan and Northern Gateway Masterplan
2. **Improving Children’s Lives** – This priority details Educational Improvement including the three A’s (Attainment, Attendance and Academisation) and the continued delivery of the SEND and Social Care improvement plans.
3. **Tackling Inequalities** – Addressing the wider determinants of health: work, housing anti-poverty and tackling behaviours that will improve outcomes and **reduce the demand for statutory services.**

3.1.7. Delivery of the priorities of the corporate plan will directly support financial resilience by strengthening the council’s tax base from the benefits of economic growth, whilst tackling demand through quality statutory services which take a prevention-first approach. Progress has been made across all priorities over the last budget year, with intervention removed from all statutory children’s services and adult social care services rated as “Good” and a programme of regeneration completions which will increase both council tax and business rates receipts. Despite this, the increased demand for Children’s Social Care, SEND, Adult Social Care and Housing, have placed in year pressures on the budget, as reflected in the current in-year forecast outturn position outlined earlier in the report. As such, further work has been undertaken to look at how work on these areas can be re-focused to reduce in-year pressures and support the budget strategy.

4. Budget Movements: Assumptions & Funding

4.1. Budget Update: October 2026

4.1.1. Since the approval of the 2026/27 Budget Report and the 2027/29 MTFS by Council in February 2026, a review of the MTFS assumptions and funding projections has been undertaken. As set out in Section 2, there have been limited changes to the Council’s funding position following the publication of the Government’s multi-year Local Government Finance Settlement on 9 February 2026 covering the period 2026/27 to 2028/29.

4.1.2. The table below summarises the changes to the MTFS since February 2026 and shows a forecast cumulative budget gap of £34.959m over the three-year period 2027/28 to 2029/30. This represents a net increase of £13.804m compared with the position reported in February 2026, prior to the inclusion of proposed savings. The financial movements in 2027/28 and 2028/29 relate to changes in assumptions from the MTFS position previously reported in February which only covered the period up to and including 2028/29. 2029/30 is therefore included for the first time in the reported MTFS and the movements actually reflect the total forecast additional budget movement from 2028/29.

Table 4: 2027/28 - 2029/30 Budget Movements Summary	Oct 26		
	2027/28 £m	2028/29 £m	2029/30 £m
BUDGET GAP [FEB 2026]	£13.898	£7.257	-
Budget Assumptions Movements:			
Pay Award	(£0.145)	(£0.109)	£3.359
Pay Base Movements	£0.621	(£0.003)	-
Contractual Inflation	£0.367	(£0.499)	£3.974
Real Living Wage	£1.482	£2.251	£5.828
General Inflation	(£0.016)	(£0.082)	£0.002
Demand/Volume/Activity Base Movements	£4.084	(£0.070)	£3.216
Grants, Contributions & Income Recovery	£0.066	£0.019	-
Sales, Fees & Charges Levels	(£0.822)	(£1.396)	(£1.823)
Recharges HRA, School, Capital & Internal	£0.080	-	-
Precepts & Levies	£0.617	(£0.159)	£1.121
Treasury & Capital	£3.094	-	£0.500
Provisions & Contingency	(£3.266)	(£4.268)	£0.793
NET BUDGET MOVEMENT	£6.161	(£4.352)	£16.970
Funding Movements:			
Council Tax Base update (added for insertion of 29/30 to MTFS)	£0.273	£0.911	(£7.022)
Business Rates estimated (added for insertion of 29/30 to MTFS)	-	-	(£2.270)
Recovery Grant (end of three-year settlement)	-	-	£2.488
Extended Producer Responsibility Grant	-	-	£0.645
ASSUMED FUNDING MOVEMENT	£0.273	£0.911	(£6.159)
UPDATED BUDGET GAP [OCT 2026]	£20.332	£3.817	£10.811
CUMULATIVE BUDGET GAP [OCT 2026]	£20.332	£24.149	£34.959

4.2. Budget Assumptions

4.2.1. Since February 2026, the 2027/28 budget gap has a net increase of £6.434m, comprising of an increase in budget assumptions of £6.161m and a decrease in expected funding of £0.273m. Significant items include:

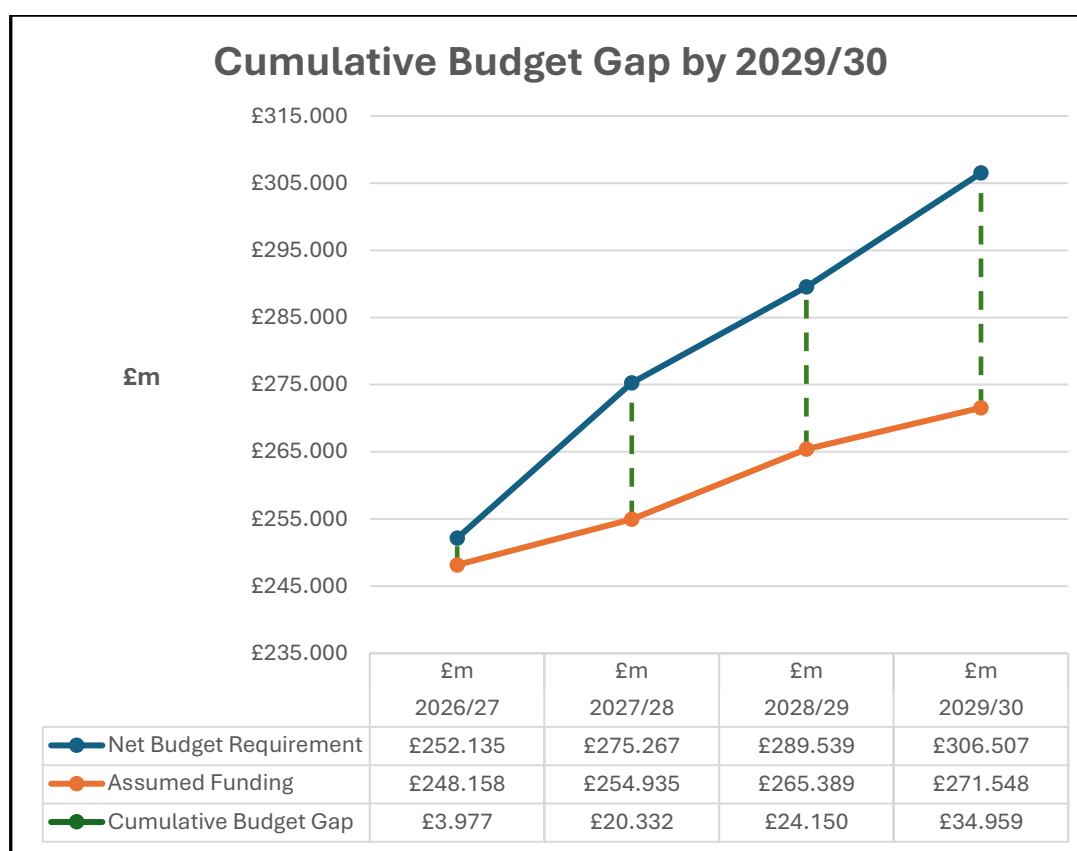
4.2.2. **Pay Base movements:** this reflects various changes, including investment in transformational activity and changes in funding arrangements of certain teams.

- 4.2.3. **Contractual Inflation:** services have refreshed their inflation assumptions, resulting in a net increase of £0.367m in 2027/28. This movement reflects a combination of increases and decreases across a range of contractual budgets.
- 4.2.4. **Real Living Wage:** the assumption for 2027/28 relates mainly to the Adults Community Care Budget and has been updated with a rate of 6.4% which will impact primarily on adult social care fee levels. Whilst there is an increase of £1.482m, client contributions have also been increased by £0.904m.
- 4.2.5. **Demand/Volume Activity:** Departments have reviewed and refreshed demand and volume assumptions using the latest service data and knowledge. This has resulted in an increase of £4.084m in the 2027/28 budget requirement. The increase primarily reflects growing demand pressures identified through the 2026/27 Quarter 1 monitoring process, resulting in a reassessment of underlying service demand assumptions. Further details on the Quarter 1 revenue monitoring position are provided in Section 1, with a more detailed analysis of demand pressures by Directorate set out in Appendix 3.
- 4.2.6. **Sales, Fees and Charges:** the majority of this movement is in relation to the increased client contribution within Health & Adult care as a result of the uplifted Real Living Wage assumption.
- 4.2.7. **Precepts & Levies:** the assumptions include the latest inflationary uplift information provided to the council by Greater Manchester Combined Authority (GMCA) and the reversal of one-off funding received back from GMCA waste levy reserves in the current financial year.
- 4.2.8. **Treasury & Capital:** Investment income and interest payable budgets have been revised to reflect the latest forecast borrowing profile. The Council is required to refinance a number of loans reaching maturity, and prevailing interest rates remain higher than those attached to the existing debt. Consequently, future borrowing costs are forecast to increase, placing additional pressure on the interest payable budget.
- 4.2.9. **Provisions and Contingency:** Due to ongoing uncertainty within the wider economic environment, some contingency budgets relating to the pay award, contractual inflation, service demand pressures and the general budget were held centrally within the Non-Service Specific budget as part of the February 2026 budget setting process. These assumptions have now been reviewed and updated, with the associated budgets reallocated to the relevant service departments where the expenditure is expected to arise and the value of that expenditure is now more certain. This has resulted in a net budget reallocation of £3.266m in 2027/28.
- 4.2.10. **Funding:** Council tax growth assumptions have been refreshed, resulting in a £0.273m forecast reduction in the Council's taxbase compared to previous assumptions.

4.3 Cumulative Budget Gap from 2026/27 to 2029/30

4.3.1 The chart below illustrates the cumulative budget gap of £34.959m over the medium-term planning. While Council approved a balanced budget on 25 February 2026, this was supported by a £3.977m contribution from reserves, reflecting the continued financial pressures facing the Council.

4.3.2 The chart excludes the use of reserves in order to demonstrate the underlying structural position. It shows that the cost of delivering Council services, driven by ongoing demand growth, inflationary pressures and increasing complexity of need, is forecast to exceed the funding available from Council Tax, Business Rates and Government funding. Consequently, expenditure is projected to increase at a faster rate than the Council's funding base, resulting in a recurring budget gap over the medium term.



4.4 Summary

4.4.1 Table 5 shows the net budget brought forward from 2026/27, together with forecast budget assumptions, previously approved savings and assumed funding levels, to derive the estimated budget position for 2027/28 to 2029/30. Prior to the identification of any new savings proposals, the Council faces a budget gap of £20.332m in 2027/28, rising to a cumulative budget gap of £34.959m by 2029/30. This demonstrates the scale of the financial challenge facing the Council and the significant level of further savings required to deliver a balanced budget.

Table 5: 2027/28 - 2029/30 Budget Estimates	Oct 26		
	2027/28 £m	2028/29 £m	2029/30 £m
2026/27 Net Budget b/fwd	£252.135	£275.268	£289.539
Budget Assumptions:			
Pay Award	£3.166	£3.261	£3.359
Pay Base Movements	£0.447	(£0.044)	-
Contractual Inflation	£4.773	£3.678	£3.974
Real Living Wage	£5.329	£5.521	£5.828
General Inflation	(£0.016)	£0.001	£0.002
Demand/Volume/Activity Base Movements	£7.064	£3.824	£3.216
Grants, Contributions & Income Recovery	£1.352	£0.019	-
Sales, Fees & Charges Levels	(£1.022)	(£1.396)	(£1.823)
Recharges HRA, School, Capital & Internal	£0.123	£0.045	-
Precepts & Levies	£2.295	£1.081	£1.121
Treasury & Capital	£5.844	£0.500	£0.500
Provisions & Contingency	£0.591	£0.770	£0.791
Total Budget Assumptions	£29.945	£17.259	£16.968
Approved Savings:			
Savings – approved Feb 26	(£6.813)	(£2.987)	-
Total Approved Savings	(£6.813)	(£2.987)	-
NET BUDGET	£275.267	£289.539	£306.507
Assumed Funding:			
Council Tax	(£131.135)	(£137.816)	(£144.838)
Business Rates	(£120.022)	(£124.440)	(£126.710)
Government Funding Grants	(£3.778)	(£3.133)	-
ASSUMED FUNDING	(£254.935)	(£265.389)	(£271.548)
ANNUAL INCREMENTAL BUDGET GAP	£20.332	£3.817	£10.810
CUMULATIVE BUDGET GAP	£20.332	£24.149	£34.959

4.5 Key Budget Assumptions:

- 4.5.1 The table below show the key budget and funding assumptions used throughout the updated MTFS:

Table 6: MTFP Summary: Budget Assumptions	Oct-26		
	2027/28 %	2028/29 %	2029/30 %
Net Budget:			
Pay Award	3.00%	3.00%	3.00%
Real Living Wage	6.40%	6.40%	6.40%
Cost of Borrowing	5.00%	5.00%	5.00%
Waste Levy	4.07%	4.07%	4.07%
Transport Levy	3.00%	3.00%	3.00%
Funding:			
Council Tax Base Increase	0.55%	0.10%	0.10%
Council Tax Rate Increase (Relevant Basic Amount)	2.99%	2.99%	2.99%
Council Tax Rate Increase (Adult Social Care)	2.00%	2.00%	2.00%

- 4.5.2 In 2027/28, the Council's Tax Base is forecast to increase by 0.55%, reflecting both growth in the number of properties and the impact of a Single Person Discount review. For the period 2028/29 to 2029/30, Tax Base growth is forecast at 0.10% per annum, reflecting limited forecast growth in the number of properties across the borough.

5. Previously Approved and New Savings

5.1 Total Savings Programme 2027/28 to 2029/30

- 5.1.1 As outlined in Table 4 in Section 4, the Council's forecast budget gap for 2027/28 has increased by £6.434m since the MTFS was approved by Council in February 2026 and now stands at £20.332m. In response to the scale of this challenge and as per the approach outlined in February, the Council has undertaken a comprehensive financial review and challenge process. This involved a detailed service challenge process across all Council services being undertaken in quarter 1 supported by external reviews of Health and Adult Social Care and Children's Services to support the identification of opportunities for further savings.
- 5.1.2 As a result of this work, the Council has identified £10.747m of new savings proposals in 2027/28, rising to £17.451m over the period 2027/28 to 2029/30. Together with £9.800m of previously approved savings, the Council's total savings programme now amounts to £27.251m over the medium-term financial planning period which is significant as a proportion of the council's budget. See Appendix 1 for the full list of savings.

5.1.3 Subject to approval and delivery of these proposals, the forecast budget gap for 2027/28 would reduce from £20.332m to £9.585m. Despite the scale of the savings programme identified to date, significant financial challenges remain, with a residual budget gap of £9.585m in 2027/28 and a cumulative gap of £17.508m by 2029/30.

5.1.4 The subjective analysis of the 2027/28 budget by department can be found in Appendix 3.

5.2 New Savings Proposals Since February 2026

5.2.1 The new savings proposals identified since February 2026 comprise both policy and non-policy decisions. Of the £17.451m total new savings, £14.765m relates to non-policy decisions which can be implemented through management action, whilst £2.686m requires a policy decision and formal consultation prior to implementation.

5.2.2 A summary of the proposals is shown in Table 7 below. Savings requiring a policy decision are included in the table in Appendix 2 and details can be seen in savings templates also appended to this report. These are: -

- Green Waste charging
- Street Lighting Trim
- Removal of Homecare Charging Cap
- Income Maximisation for Leisure
- School Crossing Patrols
- Youth Service redesign

5.2.3 The Council previously agreed savings in February 2026 related to Car Parking and Highways Enforcement, the proposals for their delivery and consultations will be presented to Cabinet in November 2026.

Table 7: 2027/28- 2029/30 Budget Proposals Summary	Oct-26			
	2027/28 £m	2028/29 £m	2029/30 £m	Total £m
BUDGET GAP [OCT 2026]	£20.332	£3.817	£10.811	£34.959
Draft Budget Proposals:				
Non-Staffing Budget Proposals (Non-Policy Decision)	(£5.501)	(£3.302)	(£0.483)	(£9.285)
Staffing Budget Proposals (Non-Policy Decision)	(£4.176)	(£1.304)	-	(£5.480)
Total Non-Policy Decisions	(£9.677)	(£4.605)	(£0.483)	(£14.765)
Non-Staffing Budget Proposals (Policy Decision)	(£0.825)	(£1.479)	(£0.050)	(£2.354)
Staffing Budget Proposals (Policy Decision)	(£0.245)	(£0.087)	-	(£0.332)

Total Policy Decisions	(£1.070)	(£1.566)	(£0.050)	(£2.686)
Total New Savings	(£10.747)	(£6.172)	(£0.533)	(£17.451)
ANNUAL INCREMENTAL BUDGET GAP	£9.585	(£2.355)	£10.278	£17.508
CUMULATIVE BUDGET GAP	£9.585	£7.230	£17.508	

5.3 Workforce Savings Programme

- 5.3.1 The Council recognises that savings of the scale required cannot be achieved solely through non-pay expenditure reductions and more efficient ways of working will enable the council to deliver services more effectively and support an overall reduction in the workforce. Work is therefore ongoing to identify digitally led transformation opportunities and new models of service delivery. The Council has launched an exercise to gauge the level of interest in a Voluntary Exit Scheme (VES) as part of its wider savings programme and in an effort to avoid compulsory redundancy. Applications have now closed and, subject to approval of Cabinet, will be progressed following an assessment of service need, affordability and organisational resilience. The outcome of the VES scheme will be included in the Final Budget Report in February 2027.
- 5.3.2 Alongside the VES, the Council is progressing a range of workforce measures including deletion of vacant posts, review of funding arrangements, organisational redesign and service restructuring. Current MTFS assumptions include recurring workforce savings of £5.480m through vacancy deletion and related measures which at present do not require compulsory redundancy measures. This represents a relatively prudent target of c5% of the Council's gross staffing budget. However, the Council will continue to explore opportunities to surpass this target.
- 5.3.3 Subject to the approval, we also intend to commence consultation with the residents of the Borough on the future form and function of the School Crossing Patrol and Youth Services, which may have an associated impact on these two groups of staff (depending on the outcome of the consultation). For forecasting purposes, savings of £0.332m have been aligned to these consultations. See Appendix 2.
- 5.3.4 In view of the scale of the remaining budget challenge, the Council will continue to analyse opportunities for further workforce efficiencies between publication of this Draft Budget Report and the Final Budget Report in February 2027. Whilst every effort will be made to delivery change consensually through voluntary exits, redeployment, vacancy management and other mitigating actions, the Council cannot rule out the possibility of compulsory redundancies being required. The Trades Unions will be fully consulted on all proposals, and the relevant policies will be applied.
- 5.3.5 The financial implications of the Voluntary Exit Scheme and a future Compulsory Redundancy scheme (if required), including both recurring savings and one-off severance costs, will be assessed following completion of the ongoing workforce analysis and reflected in the Final Budget Report. Any one-off severance costs arising from the delivery of the savings programme will need be funded through

available capital receipt flexibilities given the council's level of reserves or, if required, through a capitalisation direction request.

6. 2027/28 Budget and 2028-30 MTFS Position

6.1 Budget Summary

- 6.1.1 The preceding sections of this report have outlined the key changes to expenditure assumptions, funding forecasts and savings proposals that have informed the development of the 2027/28 Draft Budget and updated MTFS.
- 6.1.2 Since the approval of the February 2026 budget, the Council has undertaken a comprehensive review of its budget assumptions. Whilst there have been some improved assumptions, these have been more than offset by continued growth in service demand, increasing care costs and treasury management pressures.
- 6.1.3 The net impact of these assumption changes is an increase in budget pressures of £6.161m in 2027/28. In response, the Council has developed a significant number of savings proposals totalling £10.747m for 2027/28, reducing the forecast budget gap from £13.898m reported in February 2026 to £9.585m.
- 6.1.4 Whilst the savings programme has significantly reduced the scale of the financial challenge, it has not been sufficient to eliminate the budget gap. This reflects the scale of the underlying cost and demand pressures facing the Council, particularly within statutory social care services, together with ongoing pressures arising from inflation and the Council's capital financing requirements.
- 6.1.5 Looking beyond 2027/28, the medium-term position remains highly challenging. Whilst a temporary surplus of £2.355m is forecast in 2028/29, significant additional expenditure growth is forecast in 2029/30. As a result, the cumulative budget gap is projected to increase to £17.508m by 2029/30, and further work will be required to identify sustainable solutions over the life of the MTFS.
- 6.1.6 The table below provides a summary of the key movements since the February 2026 budget and the resulting forecast budget gap position as at October 2026.

Table 8: 2027/28 - 2029/30 Draft Budget Summary	Oct-26		
	2027/28 £m	2028/29 £m	2029/30 £m
BUDGET GAP [FEBRUARY 2026]	£13.898	£7.257	£0.000
Net Budget:			
Budget Assumption Movements	£6.161	(£4.352)	£16.970
New Budget Proposals	(£10.747)	(£6.172)	(£0.533)
TOTAL NET BUDGET MOVEMENTS	(£4.585)	(£10.523)	£16.437
Assumed Funding:			
Funding Movements	£0.273	£0.911	(£6.159)

TOTAL ASSUMED FUNDING MOVEMENTS	£0.273	£0.911	(£6.159)
ANNUAL INCREMENTAL BUDGET GAP [OCTOBER 2026]	£9.585	(£2.355)	£10.278
CUMULATIVE BUDGET GAP [OCTOBER 2026]	£9.585	£7.230	£17.508

6.2 Net Revenue Budget

- 6.2.1 Based on the current budget assumptions, draft savings proposals and funding forecasts, the Council's net revenue budget is projected to increase from £252.135m in 2026/27 to £264.520m in 2027/28, an increase of £12.385m (4.91%).

Table 9: 2027/28 - 2029/30 MTFS Summary	Oct-26		
	2027/28 £m	2028/29 £m	2029/30 £m
Directorate:			
Health & Adult Care	£103.992	£110.285	£119.421
Children & Young People	£68.623	£69.754	£72.857
Corporate Core	£28.130	£27.008	£27.991
Non-Service Specific	£52.451	£54.163	£56.566
Place	£11.404	£11.487	£12.299
Housing General Fund	(£0.080)	(£0.080)	(£0.080)
NET BUDGET	£264.520	£272.619	£289.056
Assumed Funding:			
Council Tax	(£131.135)	(£137.816)	(£144.838)
Business Rates	(£120.022)	(£124.440)	(£126.710)
Government Funding Grants	(£3.778)	(£3.133)	-
ASSUMED FUNDING	(£254.935)	(£265.389)	(£271.548)
ANNUAL INCREMENTAL BUDGET GAP	£9.585	(£2.355)	£10.278
CUMULATIVE BUDGET GAP	£9.585	£7.230	£17.508

- 6.2.2 Health and Adult Care and Children and Young People continue to account for the largest proportion of Council expenditure. Together, these services represent £172.615m of the proposed 2027/28 net budget, approximately 65% of total expenditure, reflecting sustained demand growth, increasing complexity of need and ongoing market cost pressures across social care services. Some of the centrally held budget contingencies and provisions will subsequently be allocated to these service areas once confirmed and lead to an increase in the proportion of the budget funding social care.

6.2.3 Based on the current budget assumptions, saving proposals and funding forecasts, the Council's net revenue budget is projected to increase by £12.385m (4.91%), from £252.135m in 2026/27 to £264.520m in 2027/28. Whilst savings proposals totalling £10.747m have partially mitigated the impact of demand growth, inflation and other cost pressures, budget pressures continue to increase at a faster rate than available resources.

6.2.4 Consequently, a residual budget gap of £9.585m remains in 2027/28, rising to a cumulative gap of £17.508m by 2029/30. The scale of the remaining challenge demonstrates that, notwithstanding the significant work undertaken to review assumptions and develop savings proposals, further measures will be required before a balanced and sustainable medium-term financial position can be achieved. The Council will therefore continue to identify additional opportunities through service transformation, efficiencies and demand management as part of the budget-setting process.

7. Risk, Sensitivity and Reserves

7.1 Budget Robustness & Key Risks

7.1.1 Legislation requires that annually the Council sets a balanced and robust budget, which is sufficient to meet its legal obligations, and then its aspirations. This requires all plans to be costed, forecasts and estimates to be checked for reasonableness, and risks to be assessed across the many varied services the Council provides. This also includes an assessment for emergencies, severe weather and other service and strategic risks.

7.1.2 Whilst every effort has been made to ensure that the budget is based on prudent and realistic assumptions, significant uncertainty remains within demand-led services. Consequently, actual expenditure and income may vary from the estimates contained within this report.

7.1.3 The Director of Finance, in consultation with the Executive Team, will continue to review the robustness of the budget and Medium-Term Financial Strategy before the Final Budget Report is presented to Council in February 2027. Particular attention will be given to the deliverability of savings proposals, the adequacy of reserves and emerging risks that may impact upon the Council's ability to maintain a balanced budget.

7.1.4 The Council faces various financial risks including:

- Social care demand
- The ability to deliver savings at agreed values and within agreed timescales
- Fees and charges income differing to assumptions.
- Demographic pressures
- Inflation and interest rates differing to assumptions.
- Business Rates: potential costs of backdated appeals.
- Variations to external levies & contracts.
- Future changes to legislation.
- Schools academisations deficits.
- The significant financial challenge currently being faced by the NHS locally.

7.2 Sensitivity Analysis

- 7.2.1 Whilst the budget has been prepared using the best information available at the time of drafting, a number of assumptions remain subject to uncertainty. Small variations in key assumptions relating to funding, pay, demand and capital financing costs can have a material impact on the Council's financial position. The table below illustrates the estimated full-year impact of a 1% movement in the most significant budget assumptions.

Table 10: Sensitivity Analysis	Estimated Full Year Impact of 1% Movement £m
Council Tax (level, taxbase and collection rates)	+/- £1.311
Pay Award	+/- £1.055
Real Living Wage	+/- £0.833
Children's: inflation and demand growth	+/- £0.793
Treasury & Capital Financing Costs	+/- £1.169

- 7.2.2 The sensitivity analysis demonstrates that relatively small changes in key assumptions could have a material impact on the Council's financial position. Council Tax, pay awards, Real Living Wage increases and treasury management assumptions each have the potential to create financial pressures of around £1m. Given the scale of the remaining budget gap, careful monitoring of these assumptions will remain essential throughout the budget-setting process and the 2027/28 financial year.

7.3 Reserve Strategy

- 7.3.1 In accordance with statutory regulations and CIPFA guidance, the levels of balances and reserves are reviewed as part of the budget process to ensure they remain sufficient and sustainable over the medium term. Demand volatility, inflationary pressures and care market costs continue to reinforce the importance of maintaining adequate reserves to absorb unforeseen financial shocks and support the Council's overall financial resilience.
- 7.3.2 The Council's approach is that reserves should only be used on a temporary basis to support budget sustainability whilst recurring savings are implemented. Reserves should not be used as a substitute for sustainable funding or recurring budget reductions. The long-term objective is to maintain reserves at a level sufficient to manage the Council's financial risks.
- 7.3.3 The Council has historically utilised reserves to support the delivery of balanced budgets whilst savings programmes are implemented. For 2026/27, the approved budget included planned use of reserves of £3.977m. Whilst the use of earmarked reserves may be appropriate as a short-term measure, it is not prudent to rely upon reserve balances to fund ongoing expenditure pressures on a recurring basis.
- 7.3.4 Earmarked reserves are primarily held to manage financial risks, support significant change programmes, meet future commitments and provide resilience

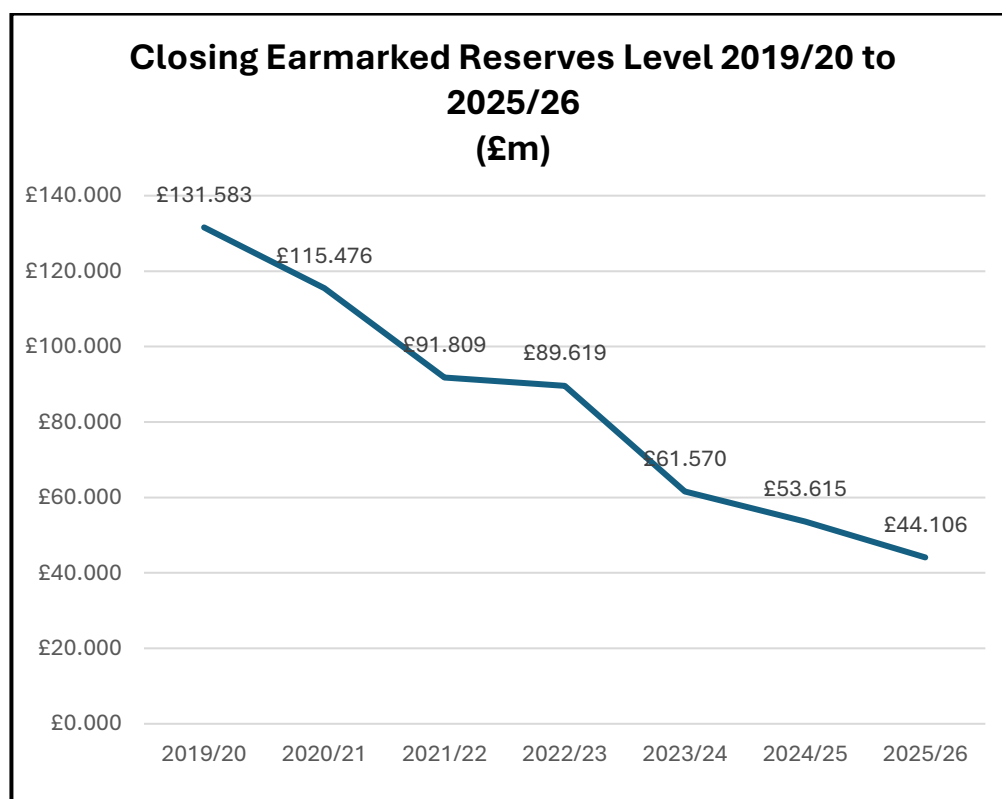
against unforeseen events. Maintaining an appropriate level of reserves is therefore a key component of the Council's overall financial strategy.

- 7.3.5 The Section 151 Officer will undertake a detailed review of reserve adequacy and robustness as part of the Final Budget Report in February 2027, having regard to financial risks and the Council's overall financial resilience

7.4 Historic use of Reserves

- 7.4.1 The council has historically relied upon the use of reserves to support the delivery of balanced budgets and to mitigate in-year financial pressures. The graph below summarises the utilisation of reserves over the last six financial years and demonstrates the extent to which reserves have been used to support the Council's financial sustainability. Earmarked reserves reduced from £131.583m at 31 March 2020 to £44.106m at 31 March 2026, a reduction of £87.477m (66%).

- 7.4.2 Whilst reserves have enabled the Council to manage exceptional financial challenges over recent years, the scale of the reduction demonstrates that reserve balances are being depleted at a significantly faster rate than they can be replenished. This trend is not sustainable over the medium term and reinforces the importance of addressing the Council's underlying structural budget deficit through recurring savings



7.5 Reserve Balances and Forecast Balances

- 7.5.1 The table below summarises the Council's Usable Reserve balances at 31 March 2026 together with the forecast position at 31 March 2027. A detailed review of reserve requirements and forecast balances across the Medium-Term Financial

Strategy period will be undertaken as part of the Final Budget Report in February 2027.

Table 11: USABLE RESERVES	Balance at 31 March 2026 £m	Forecast Balance at 31 March 2027 £m
General Fund	(£10.000)	(£10.000)
Directorate Reserves	(£2.517)	(£2.058)
Investment Reserves	(£2.813)	(£2.228)
Risk Reserves	(£5.985)	(£5.985)
Budget Stabilisation and Funding Smoothing Reserves	(£17.141)	(£7.519)
External Funding	(£5.650)	(£4.269)
Earmarked Reserves	(£44.106)	(£32.059)
Schools Reserves	(£2.972)	(£2.972)
Total Usable Reserves	(£47.078)	(£35.031)

7.5.2 Total Usable Reserves are forecast to reduce from £47.078m at 31 March 2026 to £35.031m at 31 March 2027, a reduction of £12.047m (25.6%). This reduction primarily reflects the approved use of reserves to support the 2026/27 budget together with the utilisation of reserves that would be required if the forecast Quarter 1 overspend crystallises as the final outturn position.

7.5.3 The Budget Stabilisation Reserve remains the Council's primary reserve available to support financial sustainability. The reserve is forecast to reduce from £15.599m at 31 March 2026 to £5.977m at 31 March 2027 following the approved use of £3.977m to support the 2026/27 budget, a transfer from obsolete reserve of (£0.046m) and a further forecast contribution of £5.691m to offset the Quarter 1 forecast overspend. Consequently, the Council no longer has a sufficient Budget Stabilisation Reserve to fund the current budget gaps and therefore cannot rely upon reserves as a viable means of balancing future budgets.

Table 12: Budget Stabilisation Reserve	2026/27 £m
Opening Balance at 1 April 2027	(£15.599)
Approved use of reserve to support the 2026/27 Budget (Feb 26 Council)	£3.977
Internal transfer from obsolete reserve	(£0.046)
Forecast contribution from the reserve to mitigate the 2026/27 Quarter 1 projected overspend	£5.691
Forecast closing balance at 31 March 2027	(£5.977)

7.5.4 Whilst reserves continue to provide short-term financial flexibility, the forecast reduction in reserve balances demonstrates the limited capacity available to

support future budget pressures. The remaining Budget Stabilisation Reserve balance of £5.977m would be insufficient to address the current forecast 2027/28 budget gap of £9.585m in full.

- 7.5.5 Consequently, the Council cannot rely upon reserves as a sustainable solution to its financial challenges. It is therefore essential that further recurring savings, efficiencies and income generation opportunities are identified and delivered to address the underlying structural budget gap and maintain financial sustainability over the medium term.

7.6 Conclusion

- 7.6.1 The Council has undertaken a comprehensive assessment of the risks and uncertainties associated with the Draft Budget and Medium-Term Financial Strategy. Whilst the proposed budget has been prepared using prudent assumptions, significant risks remain, particularly in relation to social care demand, inflation and treasury management.

- 7.6.2 Reserves Continue to provide an important safeguard against unforeseen events and short-term financial pressures. However, reserve balances have reduced significantly in recent years and are forecast to reduce further during 2026/27. The Council's financial resilience is therefore becoming increasingly dependent upon the successful delivery of a balanced in-year position, savings proposals and the achievement of sustainable budget reductions.

- 7.6.3 Notwithstanding savings proposals totalling £10.747m, a budget gap of £9.585m remains in 2027/28, increasing to a cumulative gap of £17.508m by 2029/30. This demonstrates the scale of the financial challenge facing the Council and highlights the need for further savings, transformation activity and service redesign before a financially sustainable position can be achieved.

8. Exceptional Financial Support

8.1 Exceptional Financial Support (EFS) Framework

- 8.1.1 The Council has undertaken a range of actions in recent years aimed at addressing its financial challenges, including a Zero-Based Budgeting review and a detailed service challenge process covering all of the council's services, external reviews of Health and Adult Social Care and Children's Services regarding the scope for additional savings, and the implementation of workforce reduction measures.

- 8.1.2 These actions form part of a significant savings programme totalling £27.251m. Notwithstanding these measures, a forecast budget gap of £9.585m remains for 2027/28. This exceeds the forecast level of available Budget Stabilisation Reserve after the planned use of £3.977m in 2026/27 and the 2026/27 Quarter 1 forecast overspend of £5.691m.

- 8.1.3 The Exceptional Financial Support (EFS) framework enables local authorities experiencing significant financial pressures to seek support from the Ministry of Housing, Communities and Local Government (MHCLG) where locally available measures alone are insufficient to achieve a sustainable balanced budget. Support is considered on a case-by-case basis and is intended to be a measure of last

resort. There is a clear expectation that authorities will exhaust all reasonable local options to address financial challenges before seeking support through the framework.

- 8.1.4 Where agreed, EFS is typically provided through a capitalisation direction, enabling an authority to finance eligible revenue costs using capital resources, including capital receipts or borrowing. Whilst this can provide short-term financial flexibility, any borrowing undertaken would result in ongoing financing costs that must be accounted for in future revenue budgets.
- 8.1.5 The EFS framework also allows for authorities to request additional council tax flexibility which would allow increases above those imposed by referendum limits. The request would include the amount of additional flexibility required and any measures to be taken to protect taxpayers on low incomes through hardship schemes.
- 8.1.6 The number of authorities requiring EFS has increased significantly in recent years with 36 councils requesting EFS support to set a budget in 2026/27 which is over 11% of all councils in England with the number forecast to increase significantly for 2027/28, reflecting the continuing financial challenges facing local government. Like many local authorities, the Council continues to face significant demand-led pressures, particularly within Adults' and Children's Services. The need for an increasing number of councils to currently, and potentially in the future, require EFS means it has become increasingly mainstreamed, and reflective of the national financial challenges affecting the sector.
- 8.1.7 In September 2026, MHCLG announced that 14 councils already in receipt of EFS will benefit from a share of £91m of additional grant funding. The funding is intended to support investment in transformation and modernisation programmes helping authorities achieve longer-term financial sustainability and reduce reliance on ongoing exceptional support. MHCLG has stated that the outcomes from these authorities will be used to identify effective approaches and inform the future targeting of support towards services that are most important to local communities. Whilst no commitment has been made regarding the continuation of this specific funding, the Council will continue to monitor opportunities for similar support and seek to maximise any available external grant funding that could assist its financial sustainability and transformation objectives.
- 8.1.8 The Government has provided a three-year local government finance settlement covering the period 2026/27 to 2028/29. Whilst future annual allocations remain subject to confirmation, the overall funding framework provides greater certainty and indicates that there is limited prospect of material increases in the national funding envelope during this period.
- 8.1.9 Whilst the Council continues to identify further opportunities to reduce the budget gap, the Director of Finance considers it prudent to commence exploratory discussions with MHCLG, given the Council's current financial position. This would not constitute a formal application for support, but early engagement with MHCLG would allow sufficient time to understand the requirements of the framework and

should circumstances warrant, submit a formal request for EFS and seek a conditional offer of support prior to the Council setting its 2027/28 budget.

8.1.10 As additional prudential borrowing would increase the budget gap due to interest costs, the preferred approach would be to utilise capital receipts or increase council tax to cover any budget gap that still remains at budget setting in February. To that end the Council has previously adopted a programme-based approach to property disposals through the Accelerated Land and Property Disposal Programme (ALDP) which was approved by Cabinet and work is being undertaken by officers to refresh and expand the disposal pipeline through the council's internal governance arrangements to identify the level of additional capital receipts which can be generated over the MTFS timeline, and the position will be updated in the final budget report. All disposals will be undertaken in accordance with the Council's governance procedures and our duty to secure best value.

9. Budget Consultation, Timeline & Workplan

9.1. Budget Consultation

9.1.1. Cabinet is requested to approve consultation on the draft budget assumptions and proposals set out in this report. Consultation will take place between 19 October and 30 November and will seek views from residents, businesses, staff, voluntary and community sector organisations and partner agencies.

9.1.2. The consultation will focus on the proposed Council Tax increase; budget-setting principles, proposed savings and efficiencies; proposed changes to fees and charges and any proposals that may have a significant impact on services.

9.1.3. Feedback received will be reviewed and reported to Cabinet and Council before a final decision is taken on the 2027/28 budget. Equality impact assessments will be undertaken where required and will inform the final recommendations.

9.2. Timelines

9.2.1. The current timelines for the 2027/28 Budget Report are shown in the table below:

Table 13:		
Report	Activity	Date
2027/28 Draft Budget Report	Budget Overview & Scrutiny Committee	13 October 2026
	Budget Cabinet	14 October 2026
Budget consultation	Budget Consultation launch	19 October 2026
	Budget Consultation ends	30 November 2026
2027/28 Final Budget Report	Budget Overview & Scrutiny Committee	9 February 2027
	Budget Cabinet	10 February 2027
	Budget Council	24 February 2027

9.3. Future Workplan

9.3.1. The Council's aim between now and February is to reduce the current £9.585m 2027/28 budget gap through further saving proposals, including significant workforce reductions. The Council has started this work and will report to a future Cabinet meeting for inclusion in the 2027/28 budget to be considered by Council in February. This next phase of budget work is framed primarily over the three themes of:

1) Internal Transformation including workforce reductions:

This includes the development of a workforce and digital strategy including looking at the scope for becoming more cost-effective and efficient in our service delivery models including opportunities for automation and process improvement with a good example being the transformation work linked to the upgrade of Unit 4. This will underpin and support the ongoing work on service reviews and the right sizing of staffing budgets.

2) Contain Growth / Demand Pressures:

A significant proportion of the forecast funding gap is the result of ongoing increasing demand, particularly Children's and Adults Social Care. Whilst these are national issues and pressures not unique to Bury, investment in commissioning expertise is required in order to reduce Children's demand and the cost of meeting that demand.

3) Income:

This includes ensuring that all current sales, fees and charges are reviewed to ensure they cover the full cost of service delivery, and new avenues of income generation are fully explored.

Links with the Corporate Priorities:

Links with the LET'S Do It! Strategy are set out above.

Equality Impact and Considerations:

A full EIA will be provided on finalised budget proposals being submitted to Cabinet.

Environmental Impact and Considerations:

A full impact assessment will be completed on finalised budget proposals being submitted to Cabinet.

Assessment and Mitigation of Risk:

As set out in the body of the report.

Legal Implications:

This report provides members with details of budget proposals.

The report outlines the steps needed to progress with the Council's budget setting process. It is proposed that consultation takes place with the public in relation to the budget proposals between 19th October and 30th November. This consultation will inform the finalised budget proposals.

The Council must consult where there are specific legislative requirements or where the public would legitimately expect the Council to do so. All consultation must take place at an early stage and must abide by the principles of good consultation. The outcomes from the consultation will be reviewed and brought to Cabinet and Overview and Scrutiny for consideration prior to being considered by Cabinet and Council. As part of the budget setting process workforce consultation will take place in relation to these proposals. In addition to the specific legislative requirements which will be specific to the proposal the Equality Act 2010 states that public bodies must have "due regard" to a variety of equalities objectives under the Equality Act 2010. In order to ensure we have given due regard we need to demonstrate that we understand how decisions or policies can affect those with protected characteristics and whether they will be disproportionately affected. Consulting is therefore an important part of meeting the equality duty.

In setting the budget the Council has a duty to ensure:

- It continues to meet its statutory duties
- Governance processes are robust and support effective decision making
- Its Medium-Term Financial Strategy reflects the significant challenges being faced and remains responsive to the uncertainties in the economy by continuing to deliver against its savings targets
- Its savings plans are clearly communicated and linked to specific policy decisions, with the impact on service provision clearly articulated
- It has the appropriate levels of reserves and that it closely monitors its liquidity to underpin its financial resilience
- It continues to provide support to members and officers responsible for managing budgets
- It prepares its annual statement of accounts in an accurate and timely manner in exercising its fiduciary duty, the Council should be satisfied that the proposals put forward are a prudent use of the Authority's resources in both the short and long term; that the proposals strike a fair balance between the interests of Council taxpayers and ratepayers on the one hand and the community's interests in adequate and efficient services on the other; and that they are acting in good faith for the benefit of the community whilst complying with all statutory duties.

Section 28 of the Local Government Act 2003 also imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal

with the situation. This might include, for instance, action to reduce spending in the rest of the year, or to increase income, or to finance the shortfall from reserves. This report seeks cabinet approval for Officers to explore Exceptional Financial Support with MHCLG, the s 151 officer has advised that this is a reasonable action in order to prepare a lawful and balanced budget for consideration by Council in February 2027. The request is made now to provide time to address this whilst parallel work is undertaken to address the deficit through sustainable funding, transformation savings, demand management whilst preserving reserve levels.

Financial Implications:

The financial implications are as outlined in the report

Appendices:

All appendices are included within the report

Background papers:

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

The Council's 2026/27 Revenue Budget and Medium-Term Financial Strategy (MTFS) for 2027/28 through to 2028/29 - [Final Budget Report - Feb 26](#)

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

Term	Meaning
CC	Corporate Core
CIPFA	Chartered Institute of Public Finance and Accountancy
CSP	Core Spending Power
CTB	Council Tax Base
CYP	Children and Young People
EFS	Exceptional Financial Support
EIA	Equality Impact Assessment
EV	Electric Vehicle
FFR	Fair Funding Review
GF	General Fund
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
HAC	Health and Adult Care
HRA	Housing Revenue Account
ICT	Information and Communications Technology
LGA	Local Government Association
LGFS	Local Government Finance Settlement
MHCLG	Ministry of Housing, Communities and Local Government
MTFS	Medium-Term Financial Strategy

NSS	Non-Service Specific
PLA	Place Directorate
SEND	Special Educational Needs and Disabilities
VES	Voluntary Exit Scheme

APPENDIX 1

APPENDIX 1:		Previously Agreed (PA) / New Saving	Oct-26			
2027/28 - 2029/30 Savings	Dept		2027/28 £m	2028/29 £m	2029/30 £m	TOTAL £m
Adults Commissioning Review	HAC	PA	(£1.000)			(£1.000)
Single Handed Care Trial	HAC	PA	(£0.200)			(£0.200)
Persona - Employability, Elton Review & Supported Living	HAC	PA	(£0.340)	(£0.100)		(£0.440)
Impower Review Efficiencies	HAC	PA	(£1.667)	(£1.667)		(£3.334)
Leisure Service Commercial Growth and Subsidy reduction	HAC	PA	(£0.155)	(£0.220)		(£0.375)
HAC PA Savings Subtotal			(£3.362)	(£1.987)	-	(£5.349)
Adults Commissioning Review for Younger Adults and Hospital discharges	HAC	NEW	(£0.625)	(£0.550)		(£1.175)
Review of non-discretionary budgets linked to training and non-staffing spend	HAC	NEW	(£0.140)			(£0.140)
Review of Income Efficiencies	HAC	NEW	(£0.350)			(£0.350)
Direct Payment Clawback Policy Review	HAC	NEW	(£0.365)			(£0.365)
Removal of Homecare Charging Cap	HAC	NEW	(£0.350)	(£0.350)		(£0.700)
Public Health contract efficiencies	HAC	NEW	(£0.168)			(£0.168)
Public Health contributions to wider LA services efficiencies	HAC	NEW	(£0.060)			(£0.060)
Review of discretionary payments to external organisations (The Met, Fusiliers Museum, Citizens Advice Bureau)	HAC	NEW	(£0.097)	(£0.057)		(£0.154)
Income Maximisation for Leisure Services	HAC	NEW	(£0.435)	(£0.567)		(£1.002)
Bury Art Museum commercialisation	HAC	NEW		(£0.051)	(£0.051)	(£0.102)
Increase to grant income linked to additional bids and applications	HAC	NEW	(£0.050)			(£0.050)
Vacancy deletions and funding changes to posts	HAC	New	(£0.796)			(£0.796)
HAC New Savings Subtotal			(£3.436)	(£1.575)	(£0.051)	(£4.266)
Health and Adult Social Care Total			(£6.798)	(£3.562)	(£0.051)	(£9.615)
Victoria Family Centre delivery model review	CYP	PA	(£0.050)			(£0.050)
Business Support Use of Magic Notes software	CYP	PA	(£0.100)			(£0.100)

APPENDIX 1:		Previously Agreed (PA) / New Saving	Oct-26			
2027/28 - 2029/30 Savings	Dept		2027/28 £m	2028/29 £m	2029/30 £m	TOTAL £m
Complex Safeguarding Team - small restructure	CYP	PA	(£0.015)			(£0.015)
CYP PA Savings Subtotal			(£0.165)	-	-	(£0.165)
CYP Premises	CYP	New		(£0.050)		(£0.050)
High-cost supported accommodation	CYP	New		(£0.400)	(£0.400)	(£0.800)
Post-18 - follow on accommodation	CYP	New	(£0.200)	(£0.100)		(£0.300)
CYP Placements	CYP	New	(£0.600)	(£1.400)		(£2.000)
Education Psychology Locum Assessments	CYP	New	(£0.060)			(£0.060)
Special Educational Needs and Disabilities Service Equipment	CYP	New	(£0.030)			(£0.030)
Vacancy deletions and funding changes to posts	CYP	New	(£0.621)			(£0.621)
School Crossing Patrols	CYP	New	(£0.100)	(£0.087)		(£0.187)
Youth Services redesign	CYP	New	(£0.145)			(£0.145)
CYP New Savings Subtotal			(£1.756)	(£2.037)	(£0.400)	(£4.193)
Children's and Young People Total			(£1.921)	(£2.307)	(£0.400)	(£4.358)
Contract Efficiencies	S&T	PA	(£1.450)	(£1.000)		(£2.450)
ICT Digitalisation	S&T	PA	(£0.163)			(£0.163)
CC PA Savings Subtotal			(£1.613)	(£1.000)	-	(£2.613)
Old School House	S&T	New	(£0.126)	(£0.005)	(£0.005)	(£0.136)
Silver Street / Humphrey House	S&T	New	(£0.161)	(£0.014)	(£0.014)	(£0.189)
Inclusive Supported Accommodation	S&T	New	(£0.054)	(£0.003)	(£0.003)	(£0.060)
Irwell Valley Temporary Accommodation	S&T	New	(£0.095)	(£0.004)	(£0.004)	(£0.103)
GMCA Lease & Repair	S&T	New	(£0.160)	(£0.006)	(£0.006)	(£0.172)
Public Protections - Additional Income	S&T	New	(£0.210)			(£0.210)
Robotic Mailing Contract,	S&T	New	(£0.196)	(£0.362)		(£0.558)
Legal - Registrars fees	S&T	New	(£0.030)			(£0.030)
Legal fees	S&T	New	(£0.023)			(£0.023)
Legal - School Service Level Agreement appeals	S&T	New	(£0.010)			(£0.010)
Adult Learning - 10% Reduction in General Fund Support	S&T	New	(£0.030)			(£0.030)
Purchase / Virtual Cards efficiencies	S&T	New	(£0.300)			(£0.300)
Strengthened Counter Fraud approach	S&T	New	(£0.053)			(£0.053)
People & Inclusion - additional income - prices	S&T	New	(£0.050)			(£0.050)
Vacancy deletions and funding changes to posts	S&T	New	(£0.542)	(£0.655)		(£1.197)

APPENDIX 1:		Previously Agreed (PA) / New Saving	Oct-26			
2027/28 - 2029/30 Savings	Dept		2027/28 £m	2028/29 £m	2029/30 £m	TOTAL £m
CC New Savings Subtotal			(£2.040)	(£1.049)	(£0.032)	(£3.121)
Corporate Core Total			(£3.653)	(£1.394)	(£0.032)	(£4.537)
Unit 4 Reimplementation & Transformation Review	NSS	PA	(£0.350)			(£0.350)
NSS PA Subtotal			(£0.350)	-	-	(£0.350)
Staffing reduction target	NSS	New	(£1.713)	(£0.649)		(£2.361)
NSS New Savings Subtotal			(£1.713)	(£0.649)	-	(£2.361)
Non-Service Specific Total			(£2.063)	(£0.649)	-	(£2.711)
Car Park Tariff Review	PLA	PA	(£0.062)			(£0.062)
Light Reduction - Trim and Dim	PLA	PA	(£0.209)			(£0.209)
District Parking and Enforcement	PLA	PA	(£0.285)			(£0.285)
Moving vehicle offence income	PLA	PA	(£0.110)			(£0.110)
EV cross pavement fee	PLA	PA	(£0.039)			(£0.039)
Future Asset Plan	PLA	PA	(£0.618)			(£0.618)
Place PA Subtotal			(£1.323)	-	-	(£1.323)
Strategic Planning/Regen - Income generation	PLA	New	(£0.100)			(£0.100)
Capital charge rates	PLA	New	(£0.047)			(£0.047)
Building Control fee increase	PLA	New	(£0.060)			(£0.060)
Development Mgmt. - fee income	PLA	New	(£0.030)			(£0.030)
Rental income	PLA	New	(£0.017)			(£0.017)
Property - maximisation of income through rent reviews and recognising existing income levels	PLA	New	(£0.290)			(£0.290)
Catering - café at Radcliffe Hub	PLA	New	(£0.258)			(£0.258)
Cleaning - new sites	PLA	New		(£0.100)		(£0.100)
Waste - Removal of missed collection route	PLA	New	(£0.075)			(£0.075)
Waste – Outsource bulky waste and reduce agency costs	PLA	New	(£0.050)			(£0.050)
Waste - Review of missed bins policy - issue of excess waste bags	PLA	New	(£0.031)			(£0.031)
Green Waste charging	PLA	New		(£0.562)	(£0.050)	(£0.612)
Highways - Lane Rental income	PLA	New	(£0.025)			(£0.025)
Highways & Green Spaces - Income generation	PLA	New	(£0.050)			(£0.050)
Street Lighting - Trim	PLA	New	(£0.040)			(£0.040)
Depot Streamlining	PLA	Ne/w	(£0.015)			(£0.015)
Highways & Green Spaces - Fee income s38 & s278 applications	PLA	New	(£0.020)	(£0.200)		(£0.220)
Highways & Green Spaces - Fees to capital	PLA	New	(£0.190)			(£0.190)

APPENDIX 1:		Previously Agreed (PA) / New Saving	Oct-26			
2027/28 - 2029/30 Savings	Dept		2027/28 £m	2028/29 £m	2029/30 £m	TOTAL £m
Vacancy deletions and funding changes to posts	PLA	New	(£0.505)			(£0.505)
Place New Savings			(£1.803)	(£0.862)	(£0.050)	(£2.715)
Place Total			(£3.126)	(£0.862)	(£0.050)	(£4.038)
TOTAL SAVINGS PROGRAMME			(£17.560)	(£9.159)	(£0.533)	(£27.251)
Subtotal Previously Approved Savings			(£6.813)	(£2.987)	-	(£9.800)
Subtotal New Savings			(£10.747)	(£6.172)	(£0.533)	(£17.451)
TOTAL SAVINGS			(£17.560)	(£9.159)	(£0.533)	(£27.251)

APPENDIX 2

APPENDIX 2: 2027/28- 2029/30 Policy Savings Summary	Oct-26			
	2027/28 £m	2028/29 £m	2029/30 £m	TOTAL £m
Policy Savings Non-Staffing:				
Green Waste charging	-	(£0.562)	(£0.050)	(£0.612)
Street Lighting Trim	(£0.040)			(£0.040)
Removal of Homecare Charging Cap	(£0.350)	(£0.350)		(£0.700)
Income Maximisation for Leisure Services	(£0.435)	(£0.567)		(£1.002)
Subtotal Policy Savings Non-Staffing	(£0.825)	(£1.479)	(£0.050)	(£2.354)
Policy Savings Staffing:				
School Crossing Patrols	(£0.100)	(£0.087)		(£0.187)
Youth Service redesign	(£0.145)			(£0.145)
Subtotal Policy Savings Staffing	(£0.245)	(£0.087)	-	(£0.332)
TOTAL POLICY DECISION SAVINGS	(£1.070)	(£1.566)	(£0.050)	(£2.686)

APPENDIX 3

APPENDIX 3: 2027/28 Budget Estimates	Oct 26						
	Health & Adult Care £m	Children & Young People £m	Corporate Core £m	Non-Service Specific £m	Place £m	Housing General Fund £m	TOTAL £m
2026/27 Net Budget b/fwd	£100.477	£66.386	£29.939	£41.637	£13.775	(£0.080)	£252.135
Budget Assumptions:							
Pay Award	£0.820	£0.791	£0.897	(£0.002)	£0.660	-	£3.166
Pay Base Movements	-	-	£0.447	-	-	-	£0.447
Contractual Inflation	£1.714	£3.321	£0.070	-	(£0.332)	-	£4.773
Real Living Wage	£5.075	£0.255	-	-	-	-	£5.329
General Inflation	-	-	-	-	(£0.016)	-	(£0.016)
Demand/Volume/Activity Base Movements	£3.609	(£0.210)	£0.272	£2.863	£0.530	-	£7.064
Grants, Contributions & Income Recovery	-	-	£0.066	£1.286	-	-	£1.352
Sales, Fees & Charges	(£0.904)	-	-	-	(£0.118)	-	(£1.022)
Recharges HRA, School, Capital & Internal	-	-	£0.092	-	£0.031	-	£0.123
Precepts & Levies	-	-	-	£2.295	-	-	£2.295
Treasury & Capital	-	-	-	£5.844	-	-	£5.844
Provisions & Contingency	-	-	-	£0.591	-	-	£0.591
Total Budget Assumptions	£10.313	£4.157	£1.844	£12.877	£0.755	-	£29.945
Savings:							
Previously Approved Savings - Feb 26	(£3.362)	(£0.165)	(£1.163)	(£0.800)	(£1.323)	-	(£6.813)
New Savings – Oct 26	(£3.436)	(£1.756)	(£2.490)	(£1.263)	(£1.802)	-	(£10.747)

Total Savings	(£6.798)	(£1.921)	(£3.653)	(£2.063)	(£3.125)	-	(£17.560)
2027/28 NET BUDGET	£103.992	£68.623	£28.130	£52.451	£11.404	(£0.080)	£264.520
Assumed Funding:							
Council Tax							(£131.135)
Business Rates							(£120.022)
Government Funding Grants							(£3.778)
ASSUMED FUNDING							(£254.935)
ANNUAL INCREMENTAL BUDGET GAP							£9.585
CUMULATIVE BUDGET GAP							£9.585

APPENDIX 4 - Consultation Savings

Reference	Consult 01
Executive Director	Will Blandamer
Cabinet Member	Cllr Tamoor Tariq

Service Area	Health and Adult Social Care
Budget Reduction Name	Removal of Homecare Cap
Budget Reduction Description	
Budget Reduction Proposal	
Proposed Changes to Home Care Charges The Council has a legal responsibility under the Care Act 2014 to assess people's care and support needs, determine what support is required, and ensure services are provided to those who are eligible. The Act also gives local authorities the power to charge for care and support services, provided that charges are fair, transparent and based on an individual's ability to pay following a financial assessment. Why are we proposing this change? Like councils across the country, we are facing significant and increasing demand for adult social care services. More people are living longer with complex care needs, while the cost of providing care continues to rise. The Council currently applies a maximum weekly charge (cap) of £533.87 per week for people receiving care and support in their own homes. This means that a small number of residents do not contribute the full cost of the care they receive, even where financial assessments show they have sufficient means to do so, or they have self declared that they have capital and assets above the capital threshold level and therefore should pay the full cost of their care We are proposing to remove this cap from the 1st April 2027 so that charges more closely reflect the cost of providing care, while continuing to ensure that nobody is asked to pay more than they can reasonably afford following a Care Act financial assessment. The Care Act charging framework already requires councils to consider a person's income, capital and disability-related expenditure, and to leave people with a protected level of income through the Minimum Income Guarantee, this will not change. A persons home is also excluded/disregarded from their assets when financially assessed for Homecare or other non-residential services. What this means for residents There are currently 38 people who have their contribution capped at the £533.87 per week homecare cap level. The average age of the people in receipt of homecare and benefit from the cap is 81 years old. The average increase for this cohort is c£380 per week.	

If the proposal is approved:

- People will continue to receive a care needs assessment and financial assessment.
- We will write to all 38 people and invite them to contact us for a full financial assessment.
- Charges will continue to be based on an individual's ability to pay.
- People on lower incomes or with limited savings will continue to receive financial support.
- The safeguards within the Care Act charging framework, including allowances for disability-related expenditure and the Minimum Income Guarantee, will remain in place.
- No one will be charged more than the cost of meeting their assessed care and support needs.
- People will still be able to self declare if they are above the capital threshold and do not wish to complete a financial assessment, and if so, charges will increase to the full cost of the care they receive.

Supporting fairness and sustainability

The Council must balance its duty to support vulnerable residents with its responsibility to make best use of public funds. Removing the cap will help ensure a more equitable approach, whereby those who have greater financial means contribute a fairer amount towards the cost of their care.

This proposal is intended to bring charging arrangements more closely into line with the principles of the Care Act 2014, which provides a national framework for charging and financial assessment, while supporting the long-term sustainability of adult social care services.

Our commitment

The Council remains committed to ensuring that no eligible resident is denied the care and support they need because of their financial circumstances.

MTFS	2027/28	2028/29	2029/30
Budget Reduction (£m)	£0.350m	£0.350m	
Staffing Reduction (FTE)			

Reference	Consult 02
Executive Director	Will Blandamer
Cabinet Member	Cllr Tamoor Tariq

Service Area	Health and Adult Social Care - Leisure
Budget Reduction Name	Income Maximisation for Leisure Services
Budget Reduction Description	Increase fees over the next few years to remove the Council subsidisation and bring charges more in line with other comparable Leisure options in the area.
Budget Reduction Proposal	
This proposal is to address two elements of pressure within the Leisure service, which are increasing the Councils funding gap and challenging the financial sustainability of the Council. It also details the proposed mitigating action to further increase income across the leisure estate. The below covers - 1. The ongoing net running costs of the leisure centre in Ramsbottom. 2. The short-term pressure in the budget linked to the opening of the Radcliffe centre, as it will take time for income levels to be built up once the site opens. 3. The proposal to increase fees across the services by an additional 10% (on top of existing plans for an annual 10% increase) resulting in a 20% increase in fees for years 2027/28 and 2028/29, returning to a 10% annual increase in 2029/30. 1. <u>Ramsbottom</u> Ramsbottom is a well-used and substantially utilised facility, with around 1,300 members, but it still operates at an estimated net cost to the Council of around £230k per year. In addition to this, remedial capital works are required at Ramsbottom, that are estimated to cost c£1m which equates to an additional £100k revenue cost per year to cover the cost of prudential borrowing, resulting in a total ongoing estimated net cost of £330k. The centre is valued and active, but financially unsustainable in its own right. Following an assessment of the market (see section on Impact on Fees and Charges) the preferred course of action is to retain the site but increase the charges for Leisure facilities across the estate, to cover the MTFS gap.	

2. 2026/27 Forecast and Radcliffe

The forecast for the Leisure service in 2026/27 is an overspend position of £680k. This overspend is due to the opening of the Radcliffe centre in year, as costs to operate the service will be incurred in 2026/27 but it will take time to build up the income levels for the site.

Existing agreed MTFS savings

There is also an existing MTFS approved saving for Leisure totalling £0.5m (approved as part of last years budget setting). This is to reduce the subsidy provided by the council through increased leisure income. This saving is profiled in the MTFS at £125k in 2026/27, a further £155k in 2027/28 and a further £220k in 2028/29.

In 2026/27 the rates charged to customers have increased by 10% resulting in additional income of c£270k in year. However, due to the short-term pressures linked to the Radcliffe centre this means that the current planned MTFS subsidy removal cannot be met.

3. Forecast Budget Requirement and Mitigation through Income generation

Table 1 below details the current forecasted net budget requirement across the next 3 years for the Leisure service. This forecast assumes that membership numbers will grow by 2,500 across the coming years linked to Radcliffe opening and also assumes a 10% increase in customer charges per year, as agreed in last year's MTFS. This is the current forecast position before the additional 10% income proposal is adjusted for.

Table 1

	Total forecast budget requirement
2026/27	£ 1,259,000
2027/28	£ 1,082,000
2028/29	£ 843,000
2029/30	£ 356,000

The current MTFS subsidy reduction cannot be met, as it is unaffordable to retain Ramsbottom as a loss making site, and there are short-term Radcliffe budget pressure as income levels are built up. The proposed option to address these issues is to increase fees and charges across the leisure services to raise additional income and bridge the financial gap.

Risks and Estimates

The modelling carried out for this proposal is based on a significant level of estimates, the further into the future we move the more prone to variation forecasts become. There are also many unknowns linked to the Radcliffe centre as the site is not yet open. Costs of utilities, income levels and running costs are all estimated, and will need to be monitored and refined as the site opens.

The MTFS will need to be updated annually to reflect either over or under delivery to this plan, as actual performance can then be factored into the future forecasts.

Impact on Fees/Charges

It has previously been agreed in last year's MTFS that the service would increase the prices across our leisure sites by 10% per year from 2026/27 until 2028/29.

If we increase the prices by 20% per year for the next two years (additional 10%) this would incrementally increase the price of a membership from the current cost of £35.75 per month to £42.90 in 27/28, and to £51.48 Per Month in 2028/29. The 2029/30 rates would then go back to a 10% annual increase, resulting in a cost of £56.63 for 2029/30.

An increase in pricing does come with a risk of members leaving or moving elsewhere, however when comparing to other similar centres with Pools - Total Fitness Whitefield is £79 per month (no commitment), or £61 month (for 12 month commitment), Village gym is £91 per month, and at the other end of the spectrum PURE gym is £23 month (but has no swimming and is equipment only). These are the current 2026/27 rates, for those sites and will therefore also be likely to inflate annually.

MTFS Summary of Proposals

The below table shows the current MTFS budget as agreed in last year's MTFS (Table 3)

Table 3

Budget and MTFS working - Current Incremental

	Total budget requirement	opening budget	Subsidy removal already in MTFS	Current MTFS Budget
			-125,000	
2027/28	1,082,000	743,800	-155,000	588,800
2028/29	843,000	588,800	-220,000	368,800
2029/30	356,000	368,800		368,800
			-500,000	

The proposal to increase fees and charges by an additional 10% for 2 years (2027/28 and 2028/29) is forecast to raise the below additional Income.

Table 4**Incremental MTFS adjustment**

	Additional 10% Income generation for 2 years	
2027/28	£	435,000
2028/29	£	567,000
2029/30		
	£	1,002,000

Capital and Cost of Borrowing

There is also the capital investment side of the MTFS to be confirmed and updated. The annual cost of borrowing will need to be profiled and included in the MTFS.

The current Capital program includes £3.57m of approved schemes for Leisure, which mainly links to the Castle Leisure site. In addition to this it is estimated that c£1m of capital investment for remedial work is required at Ramsbottom, this additional c£1m needs to be built into the MTFS and capital programme.

The estimated annual cost of borrowing for the above total £4.57m would be in the region of £457k per year. This is an additional cost to the Council of running the Leisure service and should be included as part of a full cost recovery model.

Summary

The current forecasts for the Leisure service reflect pressures which mean that the current MTFS cannot be met, and this risks the financial sustainability of the Council.

In order to address this pressure, remove the Council subsidy, and move towards a full cost recovery model for leisure, fees and charges need to be increased in line with this proposal.

The proposed increased fee levels remain competitive in the market, ensuring that the service still offers good value for money for customers.

The main financial risks are around the significant level of estimates which are unavoidable at this point in time. The performance of the services will need to be monitored, and the MTFS updated to reflect any under or over performance to these estimates.

MTFS	2027/28	2028/29	2029/30
Income increase (£m)	£0.435m	£0.567m	
Staffing Reduction (FTE)			

Reference	Consult 03
Executive Director	Paul Lakin
Cabinet Member	

Service Area	Place - Highways (Street Lighting)
Budget Reduction Name	Highways Street Lighting Trimming
Budget Reduction Description	Trimming and dimming of street lighting to reduce energy consumption
Budget Reduction Proposal	
Continue to expand street lighting dimming through the ongoing LED replacement programme. In parallel, undertake a strategic review to identify suitable locations for street lighting trimming, where reduced operating hours could deliver further energy savings in the region of £40,000 annually. Trimming options could include: • Switching lights off Reduce illuminated hours across the entire lighting stock by switching lights off during periods of very low traffic, for example between 01:00 and 05:00. Officers do not support this option because of concerns about highway safety, crime and anti-social behaviour. • Selective lighting Reduce illuminated hours on selected streets, sections of streets or alternate street lights. Key roads would remain fully lit, while lower-risk and less-used areas would operate for fewer hours. The proposal will reduce energy consumption. The financial saving achieved will depend on the unit cost of electricity, which remains subject to volatility driven by global events beyond the Council's control. Research suggests that approximately 50% of Local Highway Authorities in England have implemented street lighting trimming, including overnight switch off policies. Driver For Change: (Why are we doing this) To reduce energy costs and carbon emissions while helping to close the funding gap. What is the solution? (Intervention/methodology which addresses the issue/impact) Continue the rollout of the LED replacement programme, increasing the number of dimmed street lights across the lighting stock. Central Management System (CMS) LED lanterns are currently dimmed by 50% between 00:00 and 06:00. Applying the same	

approach to newly installed CMS LED lanterns will deliver further energy savings beyond those achieved through conversion to LED alone.

Further reductions in energy consumption could also be achieved through street lighting trimming.

A blanket, network-wide approach to trimming is not proposed. Instead, a strategic review of the network and lighting stock will identify suitable locations, assess potential impacts and determine the exemptions required before implementation.

At this stage, the following locations are proposed for exemption from trimming:

- Major junctions and known collision hotspots.
- Town and district centres, where security and support for the night-time economy are priorities.
- Areas covered by CCTV.
- Areas with higher levels of crime and anti-social behaviour.

The strategic network-wide study may identify additional locations that should be exempt and will help to mitigate risks.

Council records show 21,002 street lights fitted with 22,480 lanterns. The 12,000 LED lanterns installed through Phase 1 of the replacement programme are not CMS-compatible and therefore cannot be dimmed or trimmed remotely.

What is the impact of the solution? (How will this benefit?)

The proposal will reduce energy consumption, associated costs and carbon emissions.

A detailed study is required to identify the measures needed to deliver the additional annual saving of £40,000 from street lighting trimming.

There are currently 4,955 CMS-controlled LED lanterns, comprising 23 different wattages and outputs. A further 550 are scheduled for installation by the end of March 2027, increasing the total CMS controlled stock to 5,505 lanterns. All existing and new lanterns will be programmed to dim by 50% between 00:00 and 06:00, reducing energy consumption during those hours by 50%.

From 2027/28, the full-year effect of the accelerated LED replacement and dimming programme is forecast to reduce annual energy costs by £209,000, subject to fluctuations in the unit price of electricity.

One option under review is to switch off alternate CMS-controlled street lights. As some CMS LED lanterns are likely to be in exempt areas, potential savings have prudently been based on switching off no more than 2,500 lanterns.

A detailed assessment is required to quantify the saving accurately. This cannot be completed until all lanterns have been installed and their individual wattages are known.

However, based on current energy tariffs, switching off 2,500 30W LED lanterns will deliver the following:

Trimmed Hours Annual Saving (approx.)

01:00hrs to 05:00hrs £30,000

00:00hrs to 06:00hrs £45,000

To manage accident and incident risks, CMS controlled lighting should be capable of remote restoration to full output when required. The Bradley Fold Emergency Control Room could manage this function, subject to appropriate permissions and training on the Interact City CMS platform.

Signify, the Council's CMS provider, is expanding system capacity for the proposed switch-off regime and migrating the inventory from CityTouch to Interact City to overcome existing software limitations. Completion is expected within the coming weeks.

Numerous studies have been conducted on the impact of trimming street lighting, which have consistently shown no statistical link to increased crime, ASB or road traffic accidents. These studies include a study by APSE which found that local councils adopting trimming policies saw no change in the number of night time traffic collisions.

MTFS	2027/28	2028/29	2029/30
Budget Reduction (£m)	£0.040m		
Staffing Reduction (FTE)			

What impact does the proposal have on:

Service Delivery

The proposal will reduce the street lighting energy requirement, associated expenditure and carbon emissions. Trimming will also reduce illuminated operating hours on selected streets, subject to the strategic review, consultation and agreed exemptions.

Communities and Service Users

This is an extension of an already embedded programme of dimming. To date there has been no negative feedback from communities or service users. The impact of this proposal on the Safer Streets Strategy will be considered and the Community Safety Partnership, including GMP, will be engaged during consultation

Other Partner Organisations

Key Risks and Mitigations

Risks	Mitigations
There are already two Capital programmes in progress in street lighting.	Additional staff/consultancy time for project management.

Time taken to complete the work and therefore delivery of the associated savings.	Existing GMCA Frameworks will be used for the work. Letting further contracts from The Chest to assist with the project. Taking on temporary staff (internal) to assist with the project.
Future energy prices decrease reducing estimated savings and increasing the time in which savings will be paid back.	Without this investment the Council would have to find additional funding to cover energy costs increases. This proposal will mitigate against the increases.
There is an annual cost for the Philips City Touch system after the initial 10 year (given at time of lantern purchase) has expired. This is estimated at around £5 per lantern. The GMCA Street Lighting Group are looking at a contract for this to reduce these costs.	It may transpire that paying an annual fee for each lantern, takes up a significant amount of any savings achieved. The current settings of the lantern (including any dimming) will be maintained if the CityTouch subscription expires. However, remote alteration of lantern settings will no longer be available.
Delivery delays due to material shortages, etc., may extend estimated completion time. Price increases may result in less work being carried out and thereby reducing savings.	Purchasing all the required materials at the start of the project would alleviate this and also negate any future price increases.
Energy calculations are quite complex and actual savings might be lower than estimated.	A combination of previous examples, experience, and airing on the side of caution have been used to try and ensure that as accurate an estimate as possible has been achieved. Savings will still be achieved, and it is possible they may be even more than estimated.
Increase in crime and anti-social behaviour and negative impact on the Safer Streets Strategy from Central Government.	Trimming will only be rolled out to a selection of streets where this a low risk.
Variations in weather will affect the amount of energy savings, for example, sunny, bright days use less energy than dull, cloudy days. (The streetlights are programmed to switch on at a specific lux level (lighting level) which varies depending on weather conditions.)	None.

Reference	Consult 04
Executive Director	Paul Lakin
Cabinet Member	Lucy Smith

Service Area	Place – Waste and Transport
Budget Reduction Name	Introduction of a Garden Waste Subscription Service
Budget Reduction Description	Introduction of a chargeable garden waste collection service, whilst continuing to provide free food waste collections in accordance with statutory requirements.
Budget Reduction Proposal	
It is proposed that the Council introduces a subscription-based garden waste collection service for households wishing to have garden waste collected through the brown bin service. Residents choosing to participate would pay an annual subscription fee and receive a permit to access to the service. The proposal reflects a model already adopted by the majority of local authorities and recognises that garden waste collection is a discretionary service for which local authorities can charge. Food waste collections would continue to be provided free of charge in line with statutory requirements and Simpler Recycling legislation. A comprehensive communications and engagement programme will be undertaken to maximise participation, ensure residents understand the changes and promote the environmental benefits of home composting, Household Waste Recycling Centres and the subscription service.	

MTFS	2027/28	2028/29	2029/30
Income increase (£m)	-	£0.562m	£0.050m
Staffing Reduction (FTE)	-		

What impact does the proposal have on:

Service Delivery
The proposal introduces a chargeable subscription service for garden waste collections. Residents choosing not to subscribe will continue to receive a free food waste collection service but will no longer receive garden waste collections through the brown bin service. The proposal represents a significant service change and will require new customer processes, permit management arrangements and communications materials.

Service performance, participation rates and environmental impacts will be monitored following implementation.

Organisation (Including Other Directorates/Services)

Successful implementation will require support from ICT, Digital Services, Customer Services, Communications, Procurement and Finance teams.

ICT and Digital Services support will be required to develop online registration, payment and permit management systems together with website updates and customer account functionality.

Customer Services and the Contact Centre are likely to experience increased demand during implementation and renewal periods and will require training and revised procedures.

Communications support will be required to develop and deliver a comprehensive resident engagement campaign before and during implementation.

Communications support will be required to develop and deliver a comprehensive resident engagement campaign before and during implementation.

Workforce

The proposal will require changes to collection rounds and operational arrangements. Workforce resources may need to be realigned to reflect participation levels and service demand following implementation.

Additional temporary resource requirements may arise during the implementation phase to support customer enquiries, permit administration and service mobilisation.

Communities and Service Users

Residents who currently receive a co-mingled food and garden waste collection service will experience a change in service provision.

Households choosing not to subscribe to the garden waste collection service will continue to receive free food waste collections but will need to utilise alternative disposal routes for garden waste, such as home composting, Household Waste Recycling Centres or the subscription service.

As the proposal introduces a charge for a service that is currently provided without additional cost to residents, there may be affordability concerns for some households. Clear communications and support materials will be required to help residents understand the options available.

Risks	Mitigations
Low uptake of the subscription service resulting in income targets not being achieved.	Undertake comprehensive resident engagement and communications. Benchmark charges against neighbouring authorities, implement a simple sign-up process and promote the benefits and convenience of the service.

Increase in GMCA Levy Costs	Tonnages will be reviewed regularly to assess the net impact of the scheme, and communications will be used to encourage participation in the garden waste service. Collection round efficiencies and income generation will be monitored to ensure the overall financial benefits of the proposal are maintained.
Reduction in recycling tonnage resulting in a reduced Extended Producer Responsibility (EPR) income.	Lower participation in the garden waste service could reduce recycling tonnages and therefore impact future EPR funding. The extent of this impact is currently unknown and could potentially exceed the income generated from the subscription scheme. Recycling performance, participation rates and EPR funding arrangements will be closely monitored, with communications and service promotion used to maximise resident uptake and maintain recycling levels. Evidence from neighbouring GM authorities indicates that charging for garden waste leads to a reduction in kerbside garden waste collections. Following the introduction of charges, garden waste tonnages reduced by 16.62% in Stockport and 10.24% in Trafford, despite both authorities providing a weekly food waste collection service. This will also impact on the EPR income they receive.
Increased fly tipping or inappropriate disposal of garden waste	Implement proactive communications promoting legal disposal routes, home composting and Household Waste Recycling Centres. Continue monitoring and enforcement activity where required.
Reduced Progress Towards Statutory Recycling Targets	The introduction of a chargeable garden waste service could reduce participation in garden waste recycling and impact the Council's overall recycling rate. This presents a risk to achieving future national and local recycling targets, including the requirement under the Simpler Recycling reforms and associated environmental objectives to achieve a recycling rate of 60% by 2034. Charging for garden waste significantly reduced the amount of garden waste collected at the kerbside with reductions of 16.62% in Stockport and 10.24% in Trafford. The Council will closely monitor participation rates, recycling performance and tonnage trends following implementation. A strong communication and engagement programme will be delivered to maximise uptake of the subscription service and promote alternative recycling options such as home composting. Recycling performance will be regularly reviewed to

	identify any corrective action required to support achievement of future statutory recycling targets.
Significant increase in customer enquiries and complaints.	Provide clear and timely communications, website information, FAQs and Contact Centre training. Ensure sufficient resources are available during implementation and renewal periods.
ICT and payment systems not delivered in time for implementation.	Engage ICT and Digital Services at an early stage and develop a detailed project plan with testing and contingency arrangements prior to launch.
Residents do not understand the distinction between food waste and garden waste collections.	Deliver a clear communications campaign explaining the new arrangements, statutory food waste collection requirements and the options available for garden waste disposal.

Milestone	Timeline
Recruitment of temp vacancies	June – September 2027
Procurement of bin stickers	September – November 2027
Service Development	September – March 28
Go live	March 2028

Financial Implications and Investment Requirements

Investment requirements – Revenue and Capital
Initial investment will be required to support implementation of the scheme, including permit management, customer communication materials, website and ICT developments, payment systems, food waste containers and associated operational setup costs. The financial saving included within this proposal is net of these implementation costs. Ongoing income generation will be dependent upon resident participation levels, annual subscription charges and the continued efficient delivery of the service.

Reference	Consult 05
Executive Director	Jeanette Richards
Cabinet Member	Cllr Walmsley

Service Area	CYP
Budget Reduction Name	School Crossing Patrol Service Redesign
Budget Reduction Description	Review of non-statutory School Crossing Patrol Service

MTFS	2027/28	2028/29	2029/30
Budget Reduction (£m)	£0.100m	£0.087m	
Staffing Reduction (FTE)	3.0fte	2.5fte	

Budget Reduction Proposal
To significantly reduce the non-statutory school crossing patrol service by April 2027, taking a risk-based approach, and working in partnership with the Department for Place (Highways) and our Schools & Academies. Criteria for Establishing/Continuing SCP Points The Department has adopted the guidance from the School Crossing Patrol Service Guidelines for the calculation to determine the criteria for the establishment of school crossing patrols. All crossing sites are subject to a classified count every 2 years to ensure the crossing facility meets the criteria for a school crossing point to be in place or where there is a change in circumstances such as road or traffic changes. There are various elements of the site assessed during the count which include recording; number of child pedestrians and the number of vehicles (light vehicles, large goods vehicles and cycles). In addition to pedestrians and vehicles consideration is also given to the speed of the traffic, visibility on the road, street lighting, road markings and the age of the children crossing. The service has used local knowledge to RAG rate each crossing and have determined that the high-priority points will be retained, however the medium and low-priority points are proposed to be disestablished. • Six points are designated as high priority • Six points are designated as medium priority • Twenty-six points are designated as low priority • Three points require review and recounts prior to a recommendation being determined, these counts will take place in November 2026.

Organisation
Place, Highways, Road Safety, Schools, Academies, HR All SCPs are currently required to attend an annual medical with Optima to review their fitness to work, therefore reduced staffing would reduce these HR costs.
Workforce
Service reduction – retention of points designated at high risk will impact on the majority of SCP posts. A total of 32 points would be disestablished if high risk only points remain operational, resulting in 15 staffed posts being deleted, 1 post would be redeployed to a vacant high-priority crossing. Points differ in the number of staff hours, based on an average cost of a SCP at £5,674 staffing savings of £187,242. Where a school crossing patrol is in place, there is a requirement for the Council to have sufficient arrangements for the employment and training of staff to allow the enforcement / stopping of traffic to take place. The School Crossing Patrol Service Guidelines state that it is best practice for the department responsible for highways, traffic and engineering to manage the SCP service. This allows for greater flexibility for co-ordination of Highways services, for example, temporary road works or road closures when the SCP facility needs to be adjusted to assist traffic management. The ratio of Supervisors to SCP's should be 1 full-time equivalent supervisor (plus administrative support) to 40 patrols, this ratio enables regular supervisory visits to be conducted. The current SCP Supervisor is carrying out administrative function in addition to their supervisory duties. The recommendation is that school crossing patrols continue to cover sites identified as high risk, to support community safety.
Communities and Service Users
Negative community impact – see above

Key Risks and Mitigations

Risks	Mitigations
Road Safety	TfGM/Bee Network Guidance – Safe Travel, Travelling independently Installation of automated crossings Parental responsibility for ensuring children are safe travelling to and from school Retention of crossings deemed to be high risk (6)
Reputational	Whilst school crossing patrols have been seen as an important element in meeting the Council's duties to prevent accidents, promote road safety and sustainable travel to schools, these duties can also be met in other ways.
Recruitment & retention of staff (if reduced service continues)	Deployment of displaced patrol staff to high-risk points

Financial sustainability	Termination of Service
<u>Financial Implications and Investment Requirements</u>	
Investment requirements – Revenue and Capital	
Redundancy costs to affected staff.	

Reference	Consult 06
Executive Director	Jeanette Richards
Cabinet Member	Cllr Walmsley

Service Area	CYP - Youth Service & Participation
Budget Reduction Name	Youth Service Establishment Review
Budget Reduction Description	Review of the remaining permanent Youth Service staffing establishment to reduce ongoing budget commitments and maximise opportunities to deliver youth provision through external funding, commissioned services and partnership arrangements.
Budget Reduction Proposal	
The consideration is for the removal of the remaining permanent staffing establishment within the Youth Service. The service review is part of wider service redesign. This saving £0.145m will be effective from April 2027. The next phase would consider aligning youth provision service alongside the wider statutory duties of the Youth Justice Service and Families First Partnership Implementation. We still continue to look to deliver through alternative models, including government grant funding, Young Futures Hub funding, VRU-funded initiatives, and partnership arrangements. However, future grant funding cannot be guaranteed and may be time limited. Existing Youth Cabinet, SEND participation, targeted youth support and preventative youth work provision would be reviewed as part of any proposed future delivery model.	

MTFS	2027/28	2028/29	2029/30
Budget Reduction (£m)	£0.145m		
Staffing Reduction (FTE)	2.0		

What impact does the proposal have on:

Property
The Youth Service is currently located in the Elizabethan Suite, although we are driving an increased level of activity in neighbourhoods.
Service Delivery

Currently the service delivers open access to youth groups, activities focused on social clubs, sports, support groups (including for SEND, young carers), youth leadership, health clinics, and special interest groups (LGBT sessions, Duke of Edinburgh). It also delivers targeted youth support, some of which is delivered through outreach and detached work.

Organisation (Including Other Directorates/Services)

The Youth Service contributes to prevention and early intervention activity across Children's Services and wider partnership arrangements linked to our statutory duties in Youth Justice services and prevention of serious youth violence.

Workforce

The proposal would affect the remaining permanent Youth Service workforce, staff. If staff cannot be redeployed to suitable alternative posts, we would potentially face redundancy costs.

Communities and Service Users

Children and young people will experience a reduction in locally delivered youth support services. Areas of current delivery by the council that will cease include:

- Universal youth provision.
- Targeted early help and preventative support.
- Democratic youth participation via Youth Cabinet, supporting a Youth Mayor and Youth MP activity.
- SEND participation opportunities, requirement to consult and co-produce as per the SEND code of practice (all statutory duties will be met in relation to SEND provision)
- Community-based youth engagement programmes.

Other Partner Organisations

- Community Safety Partnership
- Violence Reduction Unit funded programmes
- SEND participation activities and Youth Cabinet work
- Voluntary Community and Faith Sector.

Risks	Mitigations
Loss of preventative youth provision for vulnerable young people	Seek alternative funding streams and commissioning opportunities
The programme of change to establish the adolescent service	Consult with staff and young people and our partners.
Reputational impact associated with reviewing youth services	Clearly communicate rationale and explore all alternative funding opportunities before implementation

Investment requirements – Revenue and Capital
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Investment would be any exit costs relating to review of the service
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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	Prestwich Village Regeneration Project: Phase 1A (Travel Hub) – Operations Strategy	
Report of	Cabinet Member for Regeneration and Growth	

Summary

- 1.1 The Prestwich Village Regeneration Project will deliver a comprehensive re-development of the Prestwich Village site including the Longfield Centre. The Council has formed a Joint Venture (the JV) with Muse Places Limited (Company number 02717800), referred to as Muse to deliver this activity. The project will deliver a new village centre and contribute to the Council's strategic aims (Bury 2030) and 'Let's Do It' Strategy.
- 1.2 Extensive progress continues to be made on the development and delivery of the project. The first phase (Phase 1A Travel Hub) is practically complete and was handed over to the Council as building owner on 25th September 2026.
- 1.3 Approval was sought from Cabinet (15th October 2025) to procure a third-party operator to manage the Travel Hub. A Public Contracts Regulations 2015 compliant procurement process is complete, and APCOA Parking (UK) Limited (Company number 02572947) referred to as APCOA has been appointed and is now in contract.
- 1.4 The appointment of APCOA was enabled by previous approval at Cabinet (11th March 2026) with delegated authority for senior officers to approve the procurement process once complete and award the contract.
- 1.5 APCOA is currently working with the Council to prepare the Travel Hub for opening in Autumn 2026.
- 1.6 Alongside the above, work has been undertaken to determine the correct operating strategy that will include the introduction of parking charges for the facility and other charges as set out in this report. This report is therefore seeking approval for the strategy, charging and tariff structure to enable the Travel Hub to be open and fully operational within the required timeline.
- 1.7 The recommended parking tariff structure is modelled on and has as much parity as possible with the current Bury Council Town Centre parking charges, notwithstanding the differences between the management of a surface-level car park and an operational building (that is the Travel Hub).

Recommendation(s)

It is recommended that Cabinet:

- 2.1 Acknowledge APCOA Parking (UK) Limited (Company number 02572947) as the appointed third-party operator for the Travel Hub.
- 2.2 Approves the operations strategy to facilitate the opening of the Travel Hub.
- 2.3 Approves the introduction of parking charges and other charges in the new Prestwich Travel Hub and subsequent agreement to the implementation of a tariff structure as set out in Section 8 of this report.

Reasons for recommendation(s)

- 3.1 To successfully facilitate the Travel Hub opening to the public (once APCOA is fully mobilised) now construction of the building is practically complete and is within the Council's ownership.
- 3.2 To enable the Travel Hub to have an operations strategy including a charging and parking tariff structure in place to generate income and cover APCOA's operational costs for managing the facility. Opening the Travel Hub without implementing charging would mean that the Council would need to subsidise the facility by approximately £300,000 per annum.

Alternative options considered and rejected

- 4.1 Not agreeing to the operations strategy but this would prevent the Travel Hub from opening.
- 4.2 Not introducing a charges and parking tariff structure but this would prevent the Council from generating income to be able to cover the costs of a third-party operator managing the Travel Hub.
- 4.3 Various parking tariff options have been considered and financially modelled, but the recommended option is in keeping (as much as possible) with the current parking tariffs within Bury Town Centre (noting the differences between the operation of a surface-level car park and a building) and overall, represents best value for money, including meeting the annual operating costs of APCOA.

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Background

- 5.1 As part of the Council's vision for 2030, Bury Council is working collaboratively with our communities to achieve faster growth than the national average alongside lower levels of average deprivation. The 'Let's do It!' strategy focuses on building a better future for our children and young people, promoting inclusion, improving our environment, and delivering improvements in prosperity and quality of life.
- 5.2 The Prestwich Village Regeneration Project will deliver a framework for modern urban living, working and social enjoyment in Prestwich Village centre. It aims to bring forward a cohesive programme of regeneration that will see the development of a new village centre which is inclusive, sustainable, reflects the needs and aspirations of residents and delivers an attractive urban environment alongside a thriving local economy.
- 5.3 As noted in the Cabinet report 12th July 2023, the project has the potential to bring in significant capital investment which will help to deliver multi-faceted regeneration, economic growth, and environmental improvements in Prestwich Village.
- 5.4 To realise the vision, Cabinet approval was given on 13th October 2021 for the Council and Muse to legally form the Prestwich Regeneration LLP (the JV) to bring forward a multi-phase mixed use regeneration project. Under this arrangement, Muse operate as the developer for the project, delivering construction and development activity on behalf of the JV.
- 5.5 The Prestwich Village Regeneration Project consists of three phases:
- **Phase 1A** – Delivery of a modern Travel Hub facility consolidating parking in a single town centre location and making available land at Rectory Lane for redevelopment.
 - **Phase 1B** – Delivery of new retail units including a market hall, new leisure/community facilities, a modern new home for the Prestwich Library and new attractive public realm.
 - **Phase 2** – Delivery of c248 new homes.

Progress to Date – Phase 1A (Travel Hub) and Third-Party Operator

- 6.1 Since reporting an update in the approved Cabinet report 8th July 2026, the construction of Phase 1A (Travel Hub) has reached practical completion and was handed over to the Council on 25th September 2026.
- 6.2 APCOA is currently in their mobilisation period working closely with the Council to ensure that their PARCS equipment and all other requirements to enable the Travel Hub to be operational are installed without delay.
- 6.3 Now the Travel Hub has been formally handed over to the Council; it is within the ownership of the Authority as a commercial asset managed by the Corporate Assets & Facilities Management service within the Place Directorate. This council service will have the responsibility of managing APCOA's management agreement.

Operations Strategy

- 7.1 A third-party operator was approved by Cabinet on 15th October 2025 as the preferred operating management model for the Travel Hub as it represented best value for money as well as offering robust operational resilience and best risk mitigation for the Council.
- 7.2 The Travel Hub is a substantial building which will offer a safe and customer-focused experience. It will provide a range of facilities including EVCI charging bays, car club facilities and support for active modes. Cars will be monitored via CCTV 24-hours a day along with part-time on-site personnel to support users and provide additional safety.
- 7.3 **ANPR system:** APCOA will manage the Travel Hub via an ANPR system. This technology uses optical character recognition and smart cameras to read vehicle licence plates automatically, converting them into digital data to track vehicle movements, enforce parking rules and assist law enforcement. For the purposes of the Travel Hub, it will log entry and exit times, calculate parking duration and issue automated charge notices where necessary.
- 7.4 **Barrier and roller shutters:** There will be an automated barrier system and roller shutters to control vehicle entry and exits. This will also provide for a safe experience for users of the facility.
- 7.5 **Cashless facility:** APCOA will take payment via a cashless system. Technology will be installed within the Travel Hub to enable operation without the requirement to accept cash payments. This has the benefit of reducing risk of theft, simplifying operation and eliminating the cost of secure cash collection.
- 7.6 **Staffed hours:** APCOA will provide a staffing structure that will see personnel present on site for initially 12 hours per day usually between the hours of 6:00 to 18:00 but times of onsite staff can be flexible each day to suit the needs of

the facility. This will be particularly helpful during the initial operation period and provide comfort and support to the public and user confidence in using a new facility. This will be reviewed with APCOA and adjusted accordingly.

- 7.7 **Cycle storage:** APCOA will also manage the use of the cycle storage facility via an app-based system using one of their procured suppliers – Spokesafe. There will be a nominal charge for using this facility
- 7.8 **Security:** There will be 24-hours a day CCTV alongside part-time onsite staff provided by APCOA that will respond to all incidences and emergencies. The Council's Emergency Response Team will also be connected to the site for out of hours emergencies.
- 7.9 APCOA is presently exploring the option of being able to include distribution lockers (e.g. InPost-style) as part of the Travel Hub offer.
- 7.10 The contract between Bury Council and APCOA confirms regular meetings between both parties and monthly written reporting. This mechanism will enable any matters to be discussed and resolved with the Council as the Travel Hub is operated by APCOA.

Parking Tariff Structure and Charges

- 8.1 Given the scale and complexity of the new Travel Hub at Prestwich, there is an overhead cost of operating the facility. This is approximately £300,000 per year and covers staffing, utilities, maintenance, business rates and related matters. This annual cost must be covered as a minimum from car parking income. Without charges, the Council would be required to subsidise the facility from its general fund revenue account.
- 8.2 A series of options have been modelled taking into account the cost of APCOA managing the facility and included the use of a financial model structured from Parking Matters (an industry expert) – this includes key risks and predicted usage based on data derived from previous parking surveys carried out.
- 8.3 A key issue of note is that the aforementioned car parking surveys carried out during business case development of the Travel Hub project indicated that 75% of users park in Prestwich Town Centre for a maximum of 2 hours. As such, it is these periods which are likely to deliver the most parking revenue.
- 8.4 Table 1 below sets out the recommended tariff structure based (as far as possible) on the current Bury Council town centre parking charges for parity. Part of the modelling has taken into account council car parks that have a cost for incorporating overnight parking – Castle Leisure, Parsons Lane North and Parsons Lane South because use of the Travel Hub is very likely to need to facilitate overnight parking. Again, this recognises the difference in

management and maintenance of a surface-level car park and parking in a building.

Table 1: Prestwich Travel Hub (Bury Parity Tariff Option)

Tariff (up to)	Cost
1 hour	£1.00
2 hours	£2.40
3 hours	£2.70
4 hours	£3.20
5 hours	£4.30
5 – 12 hours	£6.00
12 – 24 hours	£16.00
Sunday flat rate (all day)	£1.50

- 8.5 The recommendation of basing the tariff structure on the current Bury Council town centre structure takes into account the fact that the Council does not directly manage any other multi-storey car parks so there are currently no direct comparables in the borough to base either the expected usage or tariffs on.
- 8.6 However, in recognition of the Travel Hub being a building and with an offer different to that of the aforementioned council surface-level car parks, the proposed tariff structure includes a slight variation on the Bury town centre tariff and includes:
- An up to 5 – 12-hour rate of £6.00.
 - 12 – 24 hours rate of £16.00. This is slightly higher than the Bury Council town centre car parks mentioned in this report to recognise it is a secure building.
- 8.7 The proposed tariff structure also includes free parking from 18:00 hours to 24:00 in support of the thriving evening and nighttime economy in Prestwich Village but introduces a charge from 00:00 for overnight parking.
- 8.8 **EVCI charging:** EVCI facilities will enable electric vehicles to be charged whilst offering an additional income benefit to the Council. The current charge for the Bury Council Market car park is £0.64 per kWh, and it is recommended to remain in-keeping with this charge.
- 8.9 **Cycle storage charging:** Spokesafe who will manage this part of the Travel Hub on behalf of APCOA will charge a nominal management fee and like other APCOA managed car parks, the recommendation is to charge £1 per entry.
- 8.10 **Season ticket:** There will be the ability to purchase a monthly season ticket for people that commute to Prestwich Village, onward commuters and support the ability to park overnight. APCOA normally base this ticket on having access 24 hours/7 days a week. A monthly cost of £60.00 is recommended which is based

on the proposed tariff structure and is a fair equivalent to £3.00 per day assuming a 48-week, 5-day usage.

- 8.11 Expected income from the Travel Hub based on the parking tariffs in Table 1 has been forecast based on usage forecasts provided by Parking Matters and previous surveys. Operation of the facility based on these tariffs and expected usage (which is difficult to predict until the facility is open) will deliver an expected net surplus of £52,388 in Year 1 and £203,412.00 per annum, thereafter, taking into account operational costs of approximately £300,000.00 per annum.

Implementation Timescale

- 9.1 Subject to the approval of the recommendations in this report, APCOA will implement the approved parking tariff structure and charges during its mobilisation period prior to the opening of the Travel Hub.
- 9.2 The Travel Hub is expected to open Autumn 2026 once APCOA has completed its mobilisation period.

Other Car Parks in Prestwich

- 10.1 With regards to the status of the other car parks in and around Prestwich Village, these will remain as free parking once the Travel Hub is open, with the exception of the Longfield car park that will be out of use due to site investigation works required to enable the next delivery phase.

Monitoring

- 11.1 Usage and tariff data will be collected on a monthly basis by APCOA and fed back to the Council (amongst other statistical data) via monthly reporting. This will enable the tariff structure to be regularly reviewed, with a further report to be brought back to Cabinet at the six-month stage post implementation. This will report on the aforementioned data, including any impact of the charging structure and potential amendments.

Social Value

- 12.1 The project has a Social Value Vision Statement that quantifies the overall Social Value that it has the potential to bring to the local community in terms of new jobs and additional local spend, as well as the broader social, economic and environmental value benefits. This was previously established alongside Bury Council's Social Value Strategy to identify priorities.
- 12.2 There will also be a Prestwich Village Construction Social Value Action Plan (as there is for Phase 1A) that covers the expected outcomes, measures, associated monetary values and delivery mechanisms to ensure that all construction phases meet their stated objectives. Such outcomes and

associated targets will be discussed with the selected contractor and form each action plan that will be part of the contract and regularly monitored.

12.3 Both documents will be in line with the Council's Social Value Strategy.

Links with the Corporate Priorities:

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

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

In summary, the project will:

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

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

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

Delivering Together: The project will:

- Make sure that everyone's voice is heard via community engagement/consultation at various stages of the development of the project and through a variety of media platforms, including a dedicated website.

- Develop new buildings which will promote the use of them as community assets i.e. community hub, market hall and public realm which will in turn, support community involvement and organisations and connect people to them.
- Provide the opportunity to drive digital inclusion using the latest technology in the new buildings.
- Provide better transport connectivity through its design and involvement of the Active Travel agenda.

A Strength-Based Approach: The project will:

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

Equality Impact and Considerations:

- 14.1 A full Equality Impact Assessment has been completed which identified the characteristics most likely to be affected by the introduction of the parking tariffs. The impacts have been mitigated through alternative parking provision nearby and reduced tariffs for regular and multi hour use of the facility.
- 14.2 There are no outstanding equalities concerns or considerations at this stage.

Environmental Impact and Considerations:

- 15.1 One of the project's objectives is to deliver a sustainable development. As noted in the report to the 12th July 2023 Cabinet, delivering sustainable developments is now a primary goal for the Prestwich Regeneration LLP. It has adopted Muse Places' Sustainability Strategy which includes a Sustainable Development Brief and Sustainable Action Plan which will be utilised on the project – both making up the Sustainable Development Strategy.
- 15.2 The Planning and Regeneration Statement submitted as part of the hybrid planning application provides summary detail on the environmental impact of the project, including carbon emissions and biodiversity. It states that:

“The project will be low and net zero carbon by design – sustainability and carbon reduction are fundamental to the proposals. Proposed measures

include new energy and water efficient buildings to minimise carbon in operation, the use of sustainable building materials to reduce upfront embodied carbon, photovoltaic panels and air source heat pumps.”

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

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Level of usage – parking to meet income/operating costs as a key risk to income generation from the car park is that Parking Matters data suggests that 75% of car park users stay less than 2 hours.	The implementation of the recommended parking tariff and predicted usage will deliver an expected net surplus of £52,388 in Year 1 and £203,412 per annum, thereafter, taking into account operational costs of approximately £300,000 per annum. The tariff structure will be monitored. APCOA’s marketing plan will promote the facility and result in increased usage.
Low usage of the EVCI chargers to generate income.	Use of the EVCI chargers has not been added to the tariff assumptions and possible income at this stage so no detrimental effect and will be an additional source of income.
Low of usage of the cycle storage to generate income.	Use of the cycle storage has not been added to the tariff assumptions and possible income at this stage so no detrimental effect and will be an additional source of income.
Low uptake of the monthly season ticket.	A required level of uptake has not been added to the tariff assumptions and possible income at this stage so no detrimental effect and will be an additional source of income.

Risk / opportunity	Mitigation
Inadequate staffing levels (12 hours per day) resulting in incidences in the Travel Hub when staff not on site.	Outside of staff on site, there will be CCTV on a 24/7 basis as well as the building being connected to the Council's Emergency Control Team. Staffing levels will be monitored by APCOA and will feature as part of their required monthly reporting. Any required changes will be subject of agreement by the Council.

Procurement Implications:

16.1 Procurement is satisfied the APCOA appointment is compliant.

Legal Implications:

- 17.1 The Council has the necessary statutory powers to operate and manage off-street parking facilities and to appoint a third-party operator for that purpose. The appointment of APCOA Parking (UK) Limited has been completed in accordance with the Council's constitutional requirements and the procurement process previously approved by Cabinet.
- 17.2 The recommendations within this report relate to the operational arrangements and tariff structure for the Travel Hub. In making its decision, Cabinet must have regard to relevant public law principles, including acting reasonably, taking into account all relevant considerations and complying with its duties under the Equality Act 2010.
- 17.3 Subject to implementation in accordance with the terms of the APCOA contract and all relevant regulatory requirements, there are no direct legal implications arising from the recommendations contained within this report.
-

Financial Implications:

- 18.1 Not introducing parking charges would directly lead to a recurrent increase of £300,000 in the Council's forecast budget gap in respect of the operator's costs that would not then be covered from car parking income and lead to additional savings needing to be identified.
- 18.2 The estimated income arising from the proposed parking charge tariffs is based on forecast usage levels provided by Parking Matters. Whilst Parking Matters were commissioned to undertake this analysis as subject matter experts; there

is a risk that actual income will not be achieved at the levels outlined in the report and actual income will need to be closely monitored and variances reported to Cabinet.

- 18.3 Under the Road Traffic Regulation Act 1984 and the Traffic Management Act 2004 any surplus income will be ring-fenced and restricted to the specific transport and community uses outlined in the legislation.

Appendices:

There are no appendices for this report.

Background papers:

- Prestwich Village Regeneration Scheme: Procurement of a Third-Party Operator for Phase 1A (Travel Hub) October 2025.
- Prestwich Village Regeneration Project: Appointment of Third-Party Operator for Phase 1A (Travel Hub) March 2026.

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

Term	Meaning
Prestwich Regeneration LLP (JV)	The Joint Venture company that comprises of Bury Council and Muse Places Ltd that has been established to deliver the Prestwich Village Regeneration Project.
APCOA	The car park operator.
PARCS	Parking Access and Revenue Control System – an automated system that manages vehicle entry, parking duration and payments using barrier gates, Automatic Number Plate Recognition (ANPR) and pay stations.
EVCI	Electric Vehicle Charging Infrastructure.
ANPR	Automatic Number Plate Recognition.
Spokesafe	A company that manages safe and secure parking spaces for bikes.
Parking Matters	A specialised parking consultancy that advises the public and private sector on parking strategies, operations and innovation.
InPost	A parcel locker service that enables easy and quick sending and returning of parcels.
kWh	Kilowatt-hour.



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 14 October 2026
Subject:	Parking and Moving Traffic Enforcement Services	
Report of	Deputy Leader and Cabinet Member for Environment, Climate Change and Operations	

1.0 Purpose

- 1.1** The report sets out the Council's proposed approach to the future delivery of parking and moving traffic enforcement services and seeks approval for the contractual and procurement arrangements necessary to support the continued delivery of these statutory functions. To outline the opportunity to develop an integrated enforcement service that delivers effective enforcement, improved service resilience and value for money whilst supporting the Council's wider traffic management objectives.

2.0 Recommendation(s)

- 2.1** Note that the previous enforcement services contract with Marston (Holdings) Limited (Company number 04305487) expired on 31 August 2026 and that services have continued to be provided by the incumbent supplier. t.
- 2.2** Approve the use of a compliant procurement framework to award a short call-off contract for value of £600,000 to Marston (Holdings) Limited (Company number 04305487) for the continued provision of enforcement services pending procurement of a long-term solution. This short-term contract to commence following approval and expiring on 31st March 2027
- 2.3** Authorise the Executive Director (Place), in consultation with the Cabinet Member for Environment, Climate Change and Operations and Director of Law and Democratic Services, to finalise and enter into the framework call-off contract and ancillary documentation.
- 2.4** Approve commencement of a procurement exercise for a replacement long-term enforcement services contract for a value of £5,000,000.
- 2.5** Authorise the Executive Director (Place), in consultation with the Cabinet Member for Environment, Climate Change and Operations and Director of Law and Democratic Services, to undertake all steps necessary to conduct the procurement process.
- 2.6** Authorise the Executive Director (Place), in consultation with the Cabinet Member for Environment, Climate Change and Operations and Director of Law and Democratic Services, to award and enter into the replacement contract following completion of the procurement process, subject to approved budget and procurement parameters.
- 2.7** Delegate authority to approve lawful contract modifications, mobilisation arrangements and ancillary contractual documentation required in connection with the framework call-off contract or replacement contract.

3.0 Reasons for recommendation(s)

- 3.1 The Council is required to maintain effective parking and moving traffic enforcement services to support its statutory traffic management responsibilities. The proposed short term framework call off arrangement will provide service continuity whilst a longer term procurement is undertaken. The longer term procurement will enable the Council to develop a more integrated enforcement service, improving operational efficiency, accountability and value for money. The recommendations provide an appropriate governance framework to support both the immediate service requirements and the future delivery of enforcement services.

4.0 Alternative options considered and rejected

- 4.1 Alternative delivery and procurement options were considered as part of the review of future enforcement arrangements. The recommended approach was considered to provide the most appropriate balance of service continuity, operational effectiveness, value for money and future flexibility. Other options were not progressed as they were not considered to deliver the Council's requirements as effectively as the proposed approach.

Report Author and Contact Details:

Name: Pete Stokes
Position: Head of Engineering & Street Scene
Department: Operations (Place)
E-mail: p.stokes@bury.gov.uk

5.0 Background

- 5.1 The Council's existing arrangements for the provision of parking enforcement and associated services with Marston (Holdings) Limited (Company number 04305487) ("NSL") expired on 31 August 2026.
- 5.2 Following expiry, services have continued to be delivered by the incumbent provider to ensure continuity of statutory and operational enforcement activity across the borough.
- 5.3 The Council has identified the need both to regularise the current position through an appropriate contractual arrangement and to procure a longer-term solution to meet the Council's future requirements.
- 5.4 The purpose of this report is therefore to seek approval for: (a) entry into a short-term framework call-off contract with NSL and (b) commencement of a procurement process for a replacement long-term enforcement services contract.

6.0 Current Service Provision and Scope

- 6.1 The previous contract expired on 31 August 2026 before arrangements for a successor contract had been completed.
- 6.2 Since expiry of the previous contract, services have continued uninterrupted, the Council has continued to receive those services, and payments have continued to be made for services delivered.
- 6.3 The Council is seeking to regularise ongoing service delivery arrangements following expiry of the previous contract and to establish a clear contractual basis for the continued provision of services going forward.
- 6.4 Whilst service continuity has been maintained, a formal replacement contract was not in place immediately upon expiry of the previous arrangements.
- 6.5 Accordingly, it is considered appropriate to put in place replacement contractual arrangements at the earliest opportunity whilst also progressing a longer term procurement solution.

7.0 Proposed Framework and Call Off Arrangement

- 7.1 Officers will use an appropriate procurement framework available to the Council which includes services within the scope of the Council's requirements.
- 7.2 Subject to compliance with the framework requirements and all necessary approvals, it is proposed that the Council enters into a call off contract under that framework with NSL so to maintain the services and relationships in the short term.
- 7.3 The framework call off would provide a formal and compliant contractual basis for continued service delivery, establish clear contractual responsibilities and performance obligations, and provide certainty regarding pricing and contractual terms.
- 7.4 The framework call off would support continuity of service whilst the Council progresses its longer term procurement strategy. The call off contract shall be entered into immediately upon Cabinet approving the award and will run until 31st March 2027.

8.0 Long Term Procurement

- 8.1 The Council's longer term requirement is to procure a replacement enforcement services contract through a competitive procurement process. Whilst initial proposals focused solely on moving traffic enforcement, further work has identified the opportunity to develop a more integrated approach by bringing together both parking and moving traffic enforcement within a single contract arrangement. The contract will be for a period of 5 years and for an estimated value of £5,000,000.
- 8.2 The proposed procurement has therefore been delayed to allow the Council to undertake a wider review of its enforcement requirements and develop a combined service specification covering enforcement provision, back office administration, software, notice processing and integration with Council systems. This approach will replace the current separate contractual arrangements with a single integrated service, providing clearer end-to-end accountability, improved information flows and more effective systems integration.

- 8.3 The procurement will provide a sustainable and scalable long term solution, supporting the Council's evolving enforcement requirements whilst ensuring continuity of its statutory parking and traffic management functions. Officers will undertake the procurement process in accordance with the Council's governance arrangements, Contract Procedure Rules and applicable procurement legislation.

9.0 Governance Considerations

- 9.1 The framework call off and long term procurement proposals are intrinsically linked and form part of a single approach to addressing the expiry of the previous contractual arrangements.
- 9.2 Presenting both matters within a single report enables Members to consider the current contractual position, the arrangements proposed to regularise ongoing service delivery, the strategy for securing a long term replacement contract, and the associated governance considerations.
- 9.3 Officers consider that a single decision provides the clearest audit trail and governance record.

Links with the Corporate Priorities:

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

- 10 Enterprise - Allowing Parking Enforcement to continue under TMA2004

Equality Impact and Considerations:

- 11 As there is no proposed change to policy or service provision, an Equality Impact Assessment is not required. No new equality impacts are anticipated as a result of this proposal.

Environmental Impact and Considerations:

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

- 12 As this is a continuation of current provision it is unlikely that there will be changes resulting in impacts on Environmental considerations that have not already been considered when the contract was first awarded. Therefore there are no Environmental Impact concerns with this proposal
-

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The Council is required to meet its statutory parking services implications under Traffic Management Act 2004	Undertaking a timely, compliant procurement and allowing sufficient mobilisation time will protect continuity of service. Flexible contract provisions and delegated authority to approve lawful, affordable variations will enable the service to respond to future Council requirements.

13.0 Procurement Implications:

- 13.1 It is proposed to undertake a compliant procurement exercise for a combined parking and moving traffic enforcement service. The future contract will incorporate enforcement delivery and associated back office functions, including software, notice processing and integration with Council systems.
- 13.2 The procurement will support the Council's longer term requirements and provide an opportunity to develop a more integrated service model that delivers operational effectiveness, flexibility and value for money.
- 13.3 The procurement process will be undertaken in accordance with applicable procurement legislation and the Council's Contract Procedure Rules.
- 13.4 The proposed contract term is anticipated to be four years, with the option to extend for a further year. The estimated total contract value over the maximum term is approximately £5 million.

14.0 Legal Implications:

- 14.1 The Council has statutory responsibilities in relation to the enforcement of parking restrictions and traffic management functions.

The proposed short term call off contract from a compliant framework shall regularise the current position until 31st March 2027. As its value is £600,000 it requires cabinet approval.

The proposed procurement of a long term solution will support the continuity and effective discharge of those functions and must be conducted in accordance with applicable procurement legislation, the Council's Contract Procedure Rules and all other relevant legal requirements. Due to its value of an estimated £5,000,000 the authority to begin procurement is required from Cabinet.

- 14.2 The proposed delegation will enable the Cabinet Member to approve future contract variations required to meet the Council's needs. Each variation must

be supported by appropriate officer advice and comply with procurement law, the contract terms, the approved budget and the Council's governance requirements.

15.0 Financial Implications:

- 15.2 The Parking Service operates within a wider financial framework, with annual operational expenditure of approximately £1.25 million and budgeted annual income of approximately £2.55 million
- 15.3 Whilst parking enforcement is undertaken primarily to ensure statutory compliance, maintain traffic flow, support road safety and protect residents' parking arrangements, effective enforcement activity also contributes significantly to the financial sustainability of the wider Parking Service and Place Directorate.
- 15.4 The approximate total value of the proposed contract over the maximum five-year term is £5 million. Contract expenditure will be managed through the Council's approved budgets, with affordability and value for money tested through the procurement process and monitored throughout the contract term.
- 15.5 The approximate value of the interim call-off contract for continued provision of enforcement services is up to a maximum of £600,000

Appendices:

Please list any appended documents (please save these as clearly labelled separate documents in the Teams folder).

NA

Background papers:

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

NA

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

Term	Meaning

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**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY HELD ON FRIDAY 10TH JULY 2026 AT GMCA BOARDROOM**

PRESENT

GMCA Deputy Mayor	City Mayor Paul Dennett (In the Chair - Part)
Bolton	Councillor Jackie Schofield
Bury	Councillor Eamonn O'Brien
Manchester	Councillor Garry Bridges
Rochdale	Councillor Tricia Ayrton
Stockport	Councillor Mark Roberts (In the Chair – Part)
Tameside	Councillor Eleanor Wills
Trafford	Councillor Liz Patel
Wigan	Councillor Keith Cunliffe

OFFICERS IN ATTENDANCE:

Group Monitoring Officer	Gillian Duckworth
GMCA Secretary	Sarah Horseman
Bury	Lynne Ridsdale
Manchester	Fiona Ledden
Oldham	Shelley Kipling
Rochdale	Julie Murphy
Salford	Surjit Tour
Stockport	Michael Cullen
Tameside	Emma Alexander
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan
GMCA	Lee Teasdale

Clerk's note: Due to the unavailability of Mayor Paul Dennett at the outset of the meeting, the Chair was taken by Vice-Chair of the GMCA Councillor Mark Roberts until Mayor Dennett was able to take the Chair at item GMCA 78/26

GMCA 71/26 APOLOGIES

That apologies be received and noted from Councillor Akhtar Zaman (Bolton), Councillor Bev Craig (Manchester), Councillor Neil Emmott (Rochdale), Councillor Tom Ross (Trafford), Councillor Nazia Rehman (Wigan), Sue Johnson (Bolton), Tom Stannard (Manchester) & Stephen Young (Salford).

GMCA 72/26 CHAIRS ANNOUNCEMENTS & URGENT BUSINESS

RESOLVED /-

There was none.

GMCA 73/26 DECLARATIONS OF INTEREST

RESOLVED /-

There were none.

GMCA 74/26 MINUTES OF THE GMCA MEETING HELD ON 26 JUNE 2026

RESOLVED /-

That the minutes of the meeting of the GMCA held on 26 June 2026 be approved as a correct record.

GMCA 75/26 GREATER MANCHESTER APPOINTMENTS & NOMINATIONS

Group Monitoring Officer Gill Duckworth advised members that an amendment had been made to the Overview and Scrutiny Committee appointments, which a change being sought so that Councillor Tony Davies (Salford, Labour) becomes a member of

the Committee, with Councillor Maria Brabiner (Salford, Labour) becoming the substitute member.

RESOLVED /-

1. That appointment of Councillor Tony Davies (Salford, Labour) as the member, and Councillor Maria Brabiner (Salford, Labour) as the substitute member to the GMCA Overview & Scrutiny Committee be approved.

GMCA 76/26 APPOINTMENT OF THE COMBINED AUTHORITY RETURNING OFFICER (CARO)

Gill Duckworth, Group Monitoring Officer, presented a report proposing that Andrew Lightfoot, Deputy Group Chief Executive and Managing Director of the GMCA, be appointed as the Greater Manchester Combined Authority Returning Officer, with immediate effect.

RESOLVED /-

1. That Andrew Lightfoot, the Deputy Group Chief Executive and Managing Director of the GMCA, be appointed, with immediate effect, as the Combined Authority Returning Officer for elections of a Greater Manchester Combined Authority Mayor.

GMCA 77/26 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 of business on the grounds that this involves 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 78/26 VARIATION OF THE CONTRACT OF THE GROUP CHIEF
EXECUTIVE TO REMOVE CARO RESPONSIBILITIES AND
RELATED MATTERS**

Gill Duckworth, Group Monitoring Officer, presented a report asking the GMCA to consider variations to the Group Chief Executive Officer's contract following receipt of a resignation of the role of CARO from the Group Chief Executive Officer (Group CEO).

RESOLVED /-

1. That the recommendations be approved.

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