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| Classification | Item No. |
| Open / Closed | |

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| Meeting: | Radcliffe Cabinet Committee |
| Meeting date: | 22 December 2020 |
| Title of report: | Radcliffe SRF - Strategic Priorities Update |
| Report by: | Cllr. Eamonn O'Brien (Leader) – Cabinet Member for Finance and Growth |
| Decision Type: | For Information |
| Ward(s) to which report relates | All Radcliffe Wards |

EXECUTIVE SUMMARY

The continued regeneration of Radcliffe remains a key priority for the Council and, to support this, the Council adopted the Radcliffe Strategic Regeneration Framework (SRF) in September 2020.

The SRF provides a single integrated plan for the strategic redevelopment of Radcliffe, setting out a clear set of interventions and wider strategies to guide growth to help deliver transformational change in the town.

In order to maintain momentum and to help advance the proposals to a position where they can be submitted for emerging funding opportunities, a Programme Management Office (PMO) has been established. This report provides an update on the early work of the PMO, focussing on the SRF's governance structures, and the development of a programme for the key regeneration proposals outlined in the SRF.

RECOMMENDATION(S)

That:

The Radcliffe Cabinet notes the progress made on SRF strategy and the proposed next phase of activity.

1 BACKGROUND

- 1.1 The regeneration of Radcliffe is a key priority for the Council and, to support this, the Council appointed Deloitte LLP in February 2020 to prepare a Strategic Regeneration Framework (SRF) for Radcliffe. This was formally approved by Cabinet in September 2020, setting out a comprehensive vision to direct the future growth and development of the town in a coherent and joined-up manner.
- 1.2 In order to build momentum on the SRF proposals, Cabinet also approved the extension of Deloitte's contract in September 2020 so that they could establish a strong and dedicated Programme Management Office (PMO) that would drive the projects forward. It was agreed that the PMO would become the "engine room" for the programme and that it would:
 - develop an overarching programme for action;
 - ensure the governance and engagement strategy for the SRF is assisted by reliable, timely and consistent information; and
 - ensure that risks and problems are effectively managed.
- 1.3 Importantly, the work of the PMO was deemed necessary to help develop a funding strategy that will set out the way in which each proposal can be funded. The three priority projects discussed in detail below (Civic Hub, Market Chambers and residential development) will need to be sufficiently progressed in the new year to enable them to be part of any Council bid for external funding, for example the Levelling Up Fund (if deemed appropriate). The Government is expected to announce further details on this funding source in January 2021. The PMO function has also advised on the establishment of an investment fund, which could form part of the Council's capital programme.
- 1.4 As reported in September, the intention has always been to secure a dedicated Radcliffe Project Manager to take on the responsibility of the PMO work and drive forward the SRF work programme. This resource

has now been secured and the Project Manager will start early in the new year to continue moving the key SRF projects forward.

2 UPDATE ON THE SRF PRIORITY PROJECTS

2.1 The initial work of the PMO has focused on three of the key projects identified as part of the SRF implementation programme:

- Civic Hub;
- Market Chambers; and
- Residential Development;

2.2 The following provides an overview of the work that has been progressed on these projects.

Civic Hub

2.3 The SRF identifies an opportunity to develop a new public services hub in the heart of Radcliffe town centre and, specifically, on the site of the existing 1960 shopping block fronting onto the Piazza.

2.4 This is seen as one of the key SRF projects that will bring real regenerative benefits into the core of the town and provide confidence for other owners to invest in their property/the town in general. It will help to drive additional footfall within the town centre, improving its vitality and viability to the benefit of existing and new businesses. The focus of early activity has been:

- The creation of a project team to progress and deliver the project;
- The preferred site for the Civic Hub is currently in private ownership. The council are in the process of undertaking an assessment of value to underpin discussions and negotiations with the owner as an urgent priority;
- Developing and refining the prospective ends uses / users of the hub and the floorspace requirements. End uses currently being explored include:
 - Council offices to accommodate staff relocating from Whittaker Street;
 - Creative workspace;

- Health-related facility;
- Community space; and
- Retail / active frontage on the ground floor.

2.5 The Council has appointed specialist consultants to undertake a detailed assessment of the site, including a full site valuation of the two buildings, providing preliminary designs and construction costs. This is expected to be in place to support any funding opportunities as they emerge early next year, most notably the Levelling Up Fund.

Market Chambers

2.6 The building is centrally located within the core of the town and is an attractive building in a prominent position. It is owned by the Council and has been used in the past largely as ground floor retail with office accommodation on the upper floors. However, with the exception of one retail unit, the building is otherwise vacant.

2.7 There has been some recent interest in utilising some of the space within the building. However, whilst the building is considered to be largely structurally sound, it is in need of comprehensive refurbishment and this would be best undertaken without sitting tenants.

2.8 The SRF proposal is to bring the whole of the building back into active use, with potential to include flexible working space for young start-up businesses and entrepreneurs, particularly those in the technology and creative industries sectors, as well as retail and office use. There may also be an opportunity to provide space for community and cultural activities. Early work on this proposal includes:

- The establishment of a project team to support the refurbishment and implementation of the project;
- The issue of a brief to procure and appoint a surveyor to carry out a conditions survey and structural survey. These will identify the costed works required to bring the building back into active use. Refurbishment work is expected to commence in 2021, key milestones and timescales will be reported to Cabinet as this project is further developed;
- The identification of funding in the Council's capital programme for some refurbishment works; and

- Subject to approval, proposals to redirect the unspent funds from the Radcliffe Shop Fronts Improvement Scheme towards this project to help ensure a quick pace of delivery. It is considered that this could make an early positive impact on the Radcliffe high street and provide space for new retailers or any that may be displaced through other projects.

Residential Development

- 2.9 Residential development in and around Radcliffe town centre is one of the key proposals in the SRF. The development of key brownfield sites will provide much needed new homes for Radcliffe residents and help to bring forward considerable investment and confidence into the town.
- 2.10 This will, in turn, help to stimulate increased footfall onto the high street, helping to sustain the viability of existing and new businesses within the core and making the centre a much more attractive and safe environment.
- 2.11 It is important that new housing schemes are not delivered in isolation but designed and developed in a way that maximises opportunities to create linkages to key attractors – such as the core of the town and public transport. It is also important that these linkages are joined up with the wider interventions and aspirations outlined in the SRF.
- 2.12 The early work of the PMO has developed a three phased approach to housing within Radcliffe:

Phase One – Driving forward the proposals on existing large scale housing sites in Radcliffe.

- **East Lancashire Paper Mill (ELPM)** - This site is being delivered jointly with Homes England. Based on current timescales, the site is due to be marketed to potential developers in late Spring/Summer 2021 after some early enabling works are carried out. The target date for commencement on site is Spring/Summer 2022.
- **School Street** Over £880,000 of funding has been secured through Greater Manchester's allocation of the Brownfield Land Fund. This fund will help drive forward the early delivery of this site and it is anticipated that early enabling works will commence on site from February 2021. The Council has also secured some Homes England 'due diligence' monies to undertake some of the necessary survey work on the site.

Phase 2 – Identifying new opportunities for new large scale residential sites within Radcliffe.

The PMO has identified Whittaker Street, Green Street/Blackburn Street and north of Dale Street as possible housing sites that require further consideration as part of the residential opportunity. Work is continuing to determine the feasibility of these sites and to develop routes to delivery and funding opportunities.

Phase 3 – Identifying new opportunities for smaller residential sites in and around the core of the town centre.

Phase 3 work will look at other potential sites in and around the centre, which are likely to be longer term opportunities. This could include the potential for housing on some of the town's car parking areas if the town's parking offer can be consolidated elsewhere.

- 2.13 In addition to the three workstreams above, work continues on the delivery of:

A new High School for Radcliffe

The Council has made the Coney Green Site available for a new secondary school in Radcliffe and are working in partnership with STAR Academies to help deliver the education vision for this site.

STAR Academies has submitted a bid to the Department for Education to secure funding for school delivery.

500 new schools have been announced in the Comprehensive Spending Review and the Council is awaiting confirmation that Radcliffe is included.

Leisure Facilities

The SRF also identifies a need for new leisure provision in Radcliffe. There are options for this to be located in the centre of the town or on part of the Coney Green site, where it could be a dual use site, shared between the school and the public.

Further work is being commissioned to understand the full extent of the leisure requirements across the Borough and this will help to shape the decision making on this.

Car parking/Transportation

As some of the key development proposals become more firmed up, there will be a need for a comprehensive parking / transport strategy to

reflect the location and scale of development (including where appropriate mitigation is needed and when it will be required).

3 GOVERNANCE STRUCTURES

- 3.1 As set out in the report approved by Cabinet in September, a number of clear roles and responsibilities for the oversight and delivery of the Radcliffe SRF have now been established.
- 3.2 In particular, the overall governance structures required to deliver the SRF have now been established (including the establishment of this Radcliffe Cabinet Committee - RCC).
- 3.3 The RCC will be advised by the Radcliffe Regeneration Delivery Board (RRDB), which is Chaired by Sir Howard Bernstein. The RRDB's key function is to provide the strategic direction of the regeneration programme in Radcliffe to deliver the key aims set out in the SRF.
- 3.4 The RRDB includes a range of organisations from the public sector that are in a position to contribute, through partnership working, to improving the quality of life of the residents of Radcliffe. This includes TfGM, the Environment Agency, the GMCA and Homes England. As the Board evolves, it is anticipated that private sector members will also form part of this Board.
- 3.5 The existing stakeholder forum that includes all Radcliffe Ward Members, key representatives from the Radcliffe business and community groups is due to meet in January 2021 (Radcliffe Regeneration Advisory Group). This group will continue to act both as a sounding board to help shape the delivery of the key SRF proposals and to engage local community groups, retailers and local public services managers.

EQUALITY IMPACT AND CONSIDERATIONS:

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

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

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*

- (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*
25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

ASSESSMENT OF RISK:

The following risks apply to the decision:

| Risk / opportunity | Mitigation |
|---------------------------|-------------------|
| N/A | . |

CONSULTATION:

LEGAL IMPLICATIONS:

No legal implications.

FINANCIAL IMPLICATIONS:

A funding strategy for the Radcliffe Regeneration programme is currently being developed and will be presented to a future meeting of the Committee. The level of investment required will involve funding from a number of sources including government grants, other agencies and from the Council. The overall financial impact on the Council will emerge over time however an initial investment fund will be required to facilitate some of the early work and this will be reflected in the Council's capital programme which is subject to approval in February. It is anticipated that this funding will act as an enabler to ensure the Council is able to

maximise the opportunity to secure other grants including the recently announced Levelling Up Fund.

All expenditure will be subject to due diligence and decision making on a case by case basis through the agreed governance processes and some of the proposals set out in the report have previously been agreed by Cabinet and, in doing so, the funding has been agreed. Monitoring of the funding position will be reported on a regular basis and will also be reported through the council's capital programme monitoring that is presented to Cabinet on a quarterly basis.

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BACKGROUND INFORMATION:

The Radcliffe SRF and further information relating to it can be found on www.bury.gov.uk/radclifferegeneration.

Glossary

| Term | Meaning |
|-----------|--|
| RRDB | Radcliffe Regeneration Delivery Board |
| SRF | The Radcliffe Strategic Regeneration Framework |
| The Board | Radcliffe Regeneration Delivery Board |

