

Benefits Realisation Plan

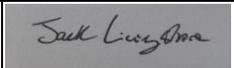
Radcliffe Hub Project

Business, Growth & Infrastructure
Rebecca Lord,
Major Projects Manager
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Title:
Author:
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			Prepared by	Checked by	Approved by
		Name	R. Lord	PMO	D.Lynch
		Signature			

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This document summarises the overall strategy that will underpin Bury Metropolitan Borough Council's (BMBC) approach to Benefits Realisation for the Radcliffe Hub project and provides action plans to ensure that the required work will be delivered successfully.

In measuring the success of the project, the council needs to ask the following key questions:

1. How well was the change itself effected?
2. How has the way we deliver services changed?
3. Did we realise the strategic benefits anticipated in the Business Case?

The timing of each of these questions will be key to ensuring that it is answered fully, and the Benefits Realisation Strategy therefore consists of 3 stages:

Stage	Title	Timing (After completion)	Aim
1	Post-project Evaluation	100 days	To assess how the change itself was affected.
2	Operations Review	12 months	To assess the impact on service delivery.
3	Benefits Realisation	18 - 24 months	To assess achievement of strategic benefits.

The benefits derived at each of these points need be assessed from several perspectives, as what may be seen as a benefit to one group of stakeholders may be a dis-benefit to others. The following perspectives will therefore be used at each stage:

- Residents/service users
- Staff
- Finance
- Estates/Environment
- Performance
- Local public sector partners (CCG, TfGM, GMCA)

Wherever possible, BMBC aims to ensure that mechanisms are in place to routinely capture data for all benefits, so that performance can be assessed by the council at any point following the implementation of the project. Existing data sources will therefore be used wherever possible to facilitate this exercise. The council will also aim to ensure that baseline data is provided from this date wherever possible and appropriate so that any changes in the council's performance since the inception of the Business Case can be captured.

Delivering benefits is the primary reason why organisations undertake change. A benefit is a positive and measurable impact of change. Benefits can be tangible (e.g., money saved, jobs created) or intangible (e.g., corporate reputation, capacity for change). They may, or may not, also be quantifiable in cash terms (e.g., reduced costs or greater customer satisfaction).

The forecast benefits of a programme or project are the basis of its business case. The sponsor owns the business case and is ultimately accountable for the realisation of the benefits.

In a cost/benefit analysis the costs are tangible and quantifiable. The tangible and quantifiable benefits will ideally outweigh the costs. It is dangerous to rely too much on intangible and unquantifiable benefits to justify expenditure.

Benefits-driven change requires proactive management throughout the entire life cycle. An organisation identifies the benefits it needs, and initiates changes that are forecast to deliver benefits. During the change, the organisation needs to monitor performance indicators that can reliably predict benefits delivery.

Day-to-day responsibility for the implementation of change and realisation of benefits lies with one or more business change managers. The relationship between the project or programme manager and the business change manager is crucial. The delivery of outputs and the management of change must be closely coordinated.

Benefits management is an iterative process with five main steps as illustrated in Figure One.



Figure One. Benefits management process

Define benefits management plan: This explains how benefits will be managed. It sets out policies for aspects such as measurement, roles and responsibilities, priorities, and key performance indicators (KPIs).

Identify and structure benefits: Requirements are captured from sources such as the project mandate and stakeholders. Benefits depend on the delivery of outputs and the achievement of outcomes. The interrelationships between these need to be understood through benefits modelling and mapping. Each benefit (and disbenefit) should be documented in terms of priority, interdependencies, value, timescales, and ownership.

Plan benefits realisation: This step involves capturing baseline measurements and agreeing targets. Baseline measurements identify the current performance of an operation so that improvements can be measured. The benefits plan illustrates the timeline and milestones for realising benefits, including any dependencies on project outputs or interactions between benefits.

Implement change: Benefits happen when something changes. This usually involves permanently changing attitudes and behaviours as well as physical changes. While implementing change, new opportunities for additional benefits should always be sought.

Realise benefits: Changes to the way people work need to be embedded to ensure that benefits continue to be realised. A business change manager needs to track realisation and ensure that the change is permanent. The bulk of the benefits may only be realised after a project or programme is completed. Long-term actions and monitoring for continued realisation should be documented as part of the handover to business-as-usual.

Realisation Plan: The Benefits Realisation Management Plan provides details of how the benefits process will be applied to the project. It describes the tasks, resources, time frame and

approach to each step of the framework. The executive summary is a brief overview of the theory of change, project scope, outputs programme, key benefits and how they will be tracked.

Background and Context 3

3.1 Project Scope

The Radcliffe Hub project will deliver a sustainable town centre new build development, and the refurbishment and repurposing of existing assets in council ownership. The scope of development includes:

A new build hub developed on the South Block site, housing a wet and dry leisure facility, library, flexible office accommodation for council staff and public sector partners, community and cultural events space, and a commercial retail and food and beverage offer.

The Market Chambers building will be refurbished to house flexible commercial office space, as well as a retail, food, and beverage offer. The building will be linked to the adjacent Market, with access to a newly refurbished basement space which will provide a community and cultural events suite.

The Carnegie Library will be refurbished and repurposed as a community skills and enterprise centre; designed to complement both the civic and wellness functions of the hub for residents and support the development of the business activity linked to the Market and Market Chambers, as well as the wider business community in Radcliffe.

The public realm surrounding this campus of buildings will be enhanced, and provision of infrastructure to support required car parking and active travel incorporated into a wider programme of improvements to connectivity and access to public transport.

3.2 Strategic Objectives

The scope of the project brief and design development have been progressed by a coordinated multi-service team in full alignment with local policy objectives. A brief overview of alignment is set out below and further detail can be provided upon request.

Bury 2030 Vision: Let's Do It - Proposals for the scheme form part of the response to the agreed vision and plan for Bury, promoting coordinated and locally targeted action across each of the key themes.

- Healthy people – developing resilient, connected communities, and establishing community-based health and care linked to wider services through establishing community hubs and promoting active lifestyles.
- Thriving green places – regenerating town centres and encourage inward investment.
- Co-designed ideas – promote community hubs; promote enhanced community capacity; promoting co-design and inclusion.
- Future proofed infrastructure – integrating regeneration with service provision, public transport provision, support strategic housing delivery plans.
- Inclusive business growth – improving educational outcomes; increase the supply of business premises; encourage entrepreneurialism.

Strategic Regeneration Framework for Radcliffe - The SRF provides a single integrated plan for the strategic redevelopment of Radcliffe. The SRF identifies a clear set of interventions and wider strategies to guide growth and to help deliver the transformational change that is required through regeneration in the town. The strategic priority is to focus on the core of the town, acting as a catalyst for further redevelopment and investment in

support of strategic growth aspirations for the town. The Hub is identified as a priority intervention to re-establish a heart for the town. [Regenerating Radcliffe - Bury Council](#)

Bury Emerging Development Plan - The project is fully supportive of the strategic priorities of Bury’s emerging development plan, particularly the strategic policies of the ‘Places for Everyone’ Joint Plan and the more locally specific aims and objectives of the Bury Local Plan:

- Regenerate Radcliffe town centre.
- Prioritise the use of brownfield land.
- Boost northern competitiveness.
- Increase the supply of new homes.
- Reduce the need to travel.
- Meet targets for carbon reduction; and
- Promote health and wellbeing.

Wider objectives

As the hub will support coordinated service delivery, aligned with established delivery mechanisms, the project has been developed having full regard to wider ranging local and sub-regional policy objectives, including:

- *Covid Recovery* – within the framework of the *GMCA Living with Covid Resilience Plan (2020)* and *CV-19: A Moment to Pivot*, promoting a shift towards community wellness hubs emphasising prevention and rapid response.
- *Leisure, recreation, and physical activity* - The Physical Activity Strategy (2020) for Bury highlights the role sports participation plays in encouraging a sustainable healthy lifestyle with a focus on groups in society with the poorest health outcomes.
- *Health* – the Bury Locality Plan (2017) outlines measures aimed at transforming Health and Social Care, focusing on enhanced service integration and early intervention to promote healthier lifestyles.
- *Education and skills* – the Adult Education Strategy for Bury (2020-23) outlines measures aimed at promoting both economic development and social inclusion as part of an integrated offer that supports wellbeing.
- *Housing* – the emerging Housing Strategy for Bury (2020) highlights the importance of focusing housing delivery within established service centres and in proximity to community hubs.
- *Enterprise and business growth* - the 2017 Growth Plan provides an important foundation to the Radcliffe SRF and proposals in relation to promoting the regeneration of town centres as a focus housing and jobs growth.

3.3 Project Case for Change - Outputs and Outcomes

Problems	Description	Response
Acute socio-economic need of local communities	Significant deprivation and low life expectancy, with below average qualifications and limited levels of enterprise a barrier to opportunity for residents	Creation of a Hub to promote integrated service delivery, including access to enhanced leisure and skills provision, complemented by infrastructure to create a supportive environment for enterprise (co-working, incubator) and cultural engagement.
Environmental decline across the town centre	Because of changing patterns in retail and service provision, the town has lost its civic heart	Significant investment to clear poor quality, obsolete stock and deliver high quality hub as a focus for community leisure, recreation, health, and work. This

		will be set within a high-quality civic space, and will act as a focus for wider investment, broadening the appeal of Radcliffe.
Challenges delivering integrated and coordinated services	Existing services provided from several unsuitable premises which contribute to poor accessibility and create barriers to effective integration of teams	The Hub will provide a platform for integrated service provision based on enhanced coordination between teams within the Council, CCG, and other local providers. Flexible workspace will be open to these teams, supporting referral and joint action to ensure the most challenging groups benefit from Levelling Up.

3.4 Theory of Change Model

The project Outline Business Case (OBC) has identified strategic project objectives, and utilised critical success factors to assess the efficacy of the project proposals to deliver the desired benefits.

The logic, or theory of change model, has been developed to summarise these outcomes and outputs, illustrate the shared relationships among the project resources and activities; and depict the synergy between those activities and its intended effects.

Levelling Up Fund: **Radcliffe Civic and Enterprise Hub**

Logic Model

Golden thread Deliver a new Civic and Enterprise Hub to create a new focus for leisure, learning, community and enterprise within the centre of Radcliffe

Rationale: Economic restructuring in this former industrial town has meant contraction of traditional employment and one of the highest levels of deprivation across the Borough. Significant challenges relate to employment, skills and health. Growth of convenience and digital retail has put pressure on High Street and contributed towards its sharp decline, having an impact on the range and quality of services. The delivery of a new hub for civic functions and economic growth is prioritised within the Strategic Regeneration Framework (SRF) (2020), as well as being aligned with Bury's 2030 Vision and emerging Development Plan amongst other initiatives.

The existing civic hub site and surrounding area comprises outdated low quality retail blocks nearing the end of their economic life. In absence of government-supported investment, it is envisaged the town centre will continue to decline, further undermining viability of key services.

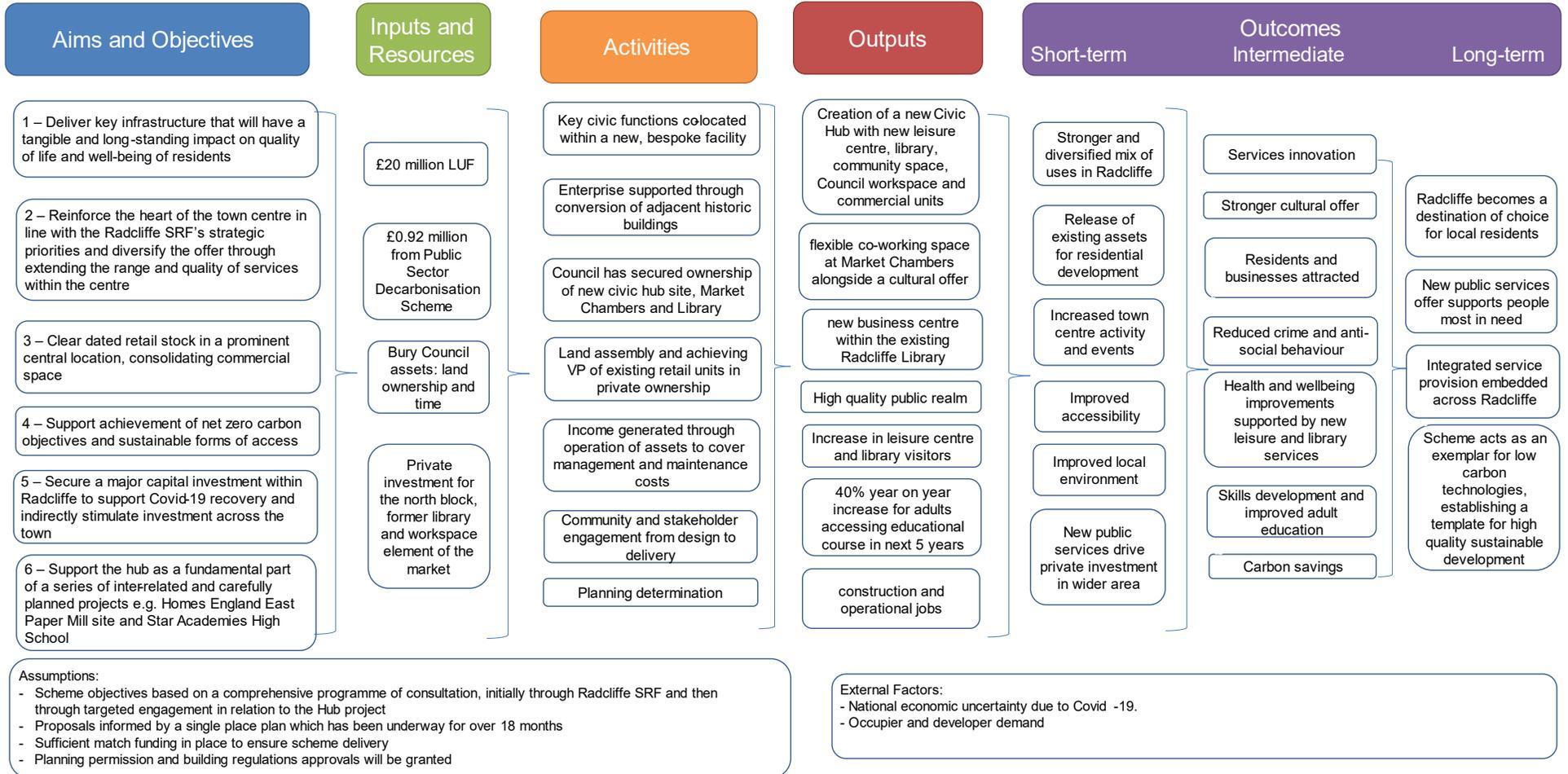


Figure Two - Logic Model



In developing a Benefits Realisation Strategy for BMBC, several 'best practice' resources have been considered to ensure that the council fulfils its responsibilities. These are summarised below:

- PRINCE2 (Projects in Controlled Environments) methodology has been used throughout BMBC as the basis for Project Management arrangements and underpins this document.
- Infrastructure and Projects Authority (IPA) benefits management assurance model
- HMT Greenbook business case development and 5 case model frameworks
- The project is subject to 'Gateway Reviews' carried out by the council to assess progress at key decision points. This review typically occurs 6 – 12 months after a project has delivered its agreed outputs and may be repeated several times over the life of the operational service, dependent on the nature of the project. In addition to this, the Gateway Process also expects that a 'Post Implementation Review' of the project will be completed and that lessons learned have been captured. This document therefore seeks to ensure that all Gateway 5 requirements will be met.

Alongside these best practice approaches, the design, planning, construction, and handover of the space, will followed the RIBA Plan of Work Stages; supporting the management of the project outputs and the teams who will be responsible for delivering them.

The council also supports this with the utilisation of a Soft Landings methodology, which is designed to ensure the project delivers the built environment benefits in the most effective and efficient manner possible.

Benefits Ownership

The responsibilities of key committees and individuals in ensuring that this benefits plan comes to fruition are summarised below:

Executive Board: Overall responsibility for delivery of benefits, with responsibility delegated to the Project Board for the duration of its existence.

Senior Responsible Owner: Responsible for ensuring that the 'Post-Project Evaluation report is completed.

Benefits Owners: Each benefit has been given a designated 'owner' who will be responsible for ensuring that measures are appropriate, that mechanisms are in place to collect data on an ongoing basis and that baseline data is collected.

Service Managers: Responsible for ensuring that the necessary data collection mechanisms are embedded in their service(s) and advising benefits owners as to how to ensure that best use is made of existing data sources.

Benefits Realisation Activity Plan 7

The realisation of the project benefits will be phased and will therefore be measured at regular intervals. The categorisation of the benefit in question will dictate when an audit of activity and realisation is carried out; these are detailed below:

- Post-project Evaluation
- Operations Review
- Strategic Benefits Realisation

Post Project Evaluation 8

The purpose of the PPE is to document the project journey and the outcome of the project and product. It will give stakeholders the opportunity to contribute and comment on the following:

- Was the brief interpreted correctly?
- Did the design meet the brief?
- Was there proactive liaison regarding:
 - Briefing Stage?
 - Design Stage?
 - Construction Stage?
- Was the project delivered within programme?
- Was the project delivered within budget?

The Post Project Evaluation Forms will be completed by the Service Leads and the Project Manager. The Post Project Evaluation form will be used as a learning tool and therefore honest feedback will be sought. These will be of benefit to:

- The council – in using this knowledge for future capital schemes.
- Other key local stakeholders – to inform their approaches to future projects.
- Contractors – to understand the healthcare environment better.

The evaluation will examine the following elements:

- The effectiveness of the project management of the scheme – viewed internally and externally.
- The quality of the documentation prepared by the council for the contractors and suppliers.
- Communications and involvement during procurement.
- The effectiveness of advisers utilised on the scheme.
- The efficacy of government guidance in delivery the scheme.

The purpose of the Post Project Evaluation meeting with the Design Team and Contractor is to examine and document the project journey and the outcome of the project and product. This will be undertaken once the project is completed and has financial closure.

It gives the Project Manager, The Design Team, and the Contractor the opportunity to contribute and comment on the following:

- Introduction.
- Brief.
- Brief interpretation.
- Contractor feedback.
- Team meetings/site meetings.
- Design Process/Change Management.
- Sub-Contractor performance.
- Quality and Control.
- Health and Safety.
- Programme.
- Finance.

In summary, the procedure to close out the Project will be ...:

- BMBC project close out meeting.
- Project close out report.
- Project Team Debrief Meeting (Lessons Learnt)
- Final appraisal of the Project Benefits Realisation Review Plan

The plan below uses the benefits outlined in the original Business Case wherever possible and identifies measurements that will enable the council to assess whether that particular benefit has been derived.

ID	Perspective	Programme	Business Case Benefit	Measurement(s)	Currently Monitored? Y/N	Owner	Measurement Method
001	Adult Learning Services users in Radcliffe Library	Work with library staff and users to establish opportunities to deliver within Radcliffe Library.	Maintain and, where possible increase the number of users accessing ALS provision	Number of users accessing ALS provision within Radcliffe library	Y	Adult Learning Services	ALS data on users
002	Radcliffe parents	Increase learning opportunities for parents to engage in family learning.	Increase number of parents engaging. Offer courses available independent of school cooperation with regards to venue	Number of parents enrolled and active in classes. Number of courses available independent of school cooperation	Y	Adult Learning Services	ALS data on users and courses
003	Radcliffe men	Identify possible needs of current/new cohorts and establish a range of courses aimed at engaging males to increase male participation in ALS	Increase the number of men enrolled and active in classes. Increase the number of courses aimed at engaging men	Number of men enrolled and active in classes. Number of courses aimed at engaging men	Y	Adult Learning Services	ALS data on users and courses
004	Radcliffe residents	Residents of Radcliffe can access one to one Information Advice and Guidance (IAG) sessions to identify their learning needs and be signposted to suitable provision	Establish the facilities to allow increased numbers of residents to attend IAG sessions. Increase numbers of residents undertaking initial assessments	Number of regular IAG sessions at the hub Number of residents undertaking initial assessments	Y	Adult Learning Services	ALS data on users
005	Radcliffe job seekers	Deliver ICT support for job seekers Job Club (work in partnership with Job Centre Plus to assess demand)	Deliver ITFY short courses. Establish drop in Job Club.	The establishment of ITFY short courses in conjunction with Job Centre Plus The establishment of a drop in Job club	N (services not yet delivered)	Adult Learning Services	ALS data on users and courses
006	Current and potential new Adult Learning Services users	Expand the breadth of curriculum delivered within Radcliffe to encourage widen participation and progression onto accredited provision.	Offer short non accredited engagement courses/tasters to: 1. Increase numbers of attract the hard to reach into learning.	The establishment of short non accredited engagement courses/tasters Numbers of the hard-to-reach engaging.	Y	Adult Learning Services	ALS data on users and courses

			2. Increase numbers progressing onto qualifications or other provision at the main centre in Bury.	Numbers progressing from short non accredited engagement courses/tasters to obtaining qualifications or other provision from ALS			
007	Current and potential new Adult Learning Services users	Expand the breadth of curriculum delivered within Radcliffe with regards to all courses	Increase the number of courses available to Radcliffe residents. Increase numbers of participants enrolled in ALS courses in Radcliffe	Increase numbers of participants enrolled in ALS courses in Radcliffe	Y	Adult Learning Services	ALS data on users and courses
008	Radcliffe residents (less digitally able)	Base for targeted Digital Skills provision within Radcliffe	Establish venue for regular essential digital skills provision in line with national priority and local need. Increase resident's ability to access information and services	The establishment of an appropriate venue The numbers enrolled on digital skills courses	Y	Adult Learning Services	ALS data on users and courses
009	Radcliffe residents (less digitally able)	Set up a 'Digital Centre' for Radcliffe, which allows residents to use fewer formal means of education and develop skills using their own devices to enable groups of people to improve their digital literacy and skills	Increase numbers obtaining digital skills	The numbers enrolled on the less formal digital skills gateways. Numbers progressing from these non-accredited engagement courses/tasters to obtaining qualifications or other provision from ALS	Y	Adult Learning Services	ALS data on users and courses
010	Radcliffe residents	Extend reach of available Wellbeing provision into Radcliffe community	Increase number of wellbeing programmes according to need in Radcliffe	Number of wellbeing programmes being delivered by ALS. Numbers enrolled on ALS wellbeing classes	Y	Adult Learning Services	ALS data on users and courses
011	Those afflicted by Covid	Continue to adapt to needs related to Covid	Establish new covid related pathway by establishing an offer of support for those who have had covid or are suffering with long covid.	Numbers obtaining Covid related support from leisure facilities.	N	Leisure services/ wellness	Leisure data on users, surveys on wellness following the use of the Covid support service
012	Leisure services/ Wellness Services	Improved efficiency through integrated use of MIS	Reduce running costs through management savings and utility savings.	Reduced cost/ overheads.	Y	Leisure services/ Wellness Services	Staff survey on MIS use Financial reports - revenue
013	Leisure services/ Wellness Services/ Operations/ Corporate Landlord	Decarbonise all Council buildings by 2038 and ensure that new builds (including the hub) are 0 net carbon.	Reduced carbon emissions	Amount of electricity purchased by the Council from renewable sources.	Y	Leisure services/ Wellness Services/ Operations/ Corporate Landlord/ Environment Team	Service data/ national grid data

014	Radcliffe residents	Continue and expand the leisure services online digital platform to encourage wellness provision at home.	Reduced carbon emissions. Increased participation – improved health outcomes	Numbers using the leisure services online digital platform. Borough-wide data on health outcomes	Y	Leisure services/ Wellness Services	Service data on digital courses Borough-wide data on health outcomes
015	Leisure services staff	Continued home working for office-based leisure staff, with a view to transitioning to an agile working policy post-covid to discourage travel.	Reduced carbon emissions related to travel. Operational savings related to cost per head	Distance travelled by staff to work by less sustainable means. Amount of desk space per office-staff member Revenue savings to Council	N Y Y	Leisure services/ Wellness Services	Survey on staff means of travelling into work. Service data on desk space Service data on operational costs.
016	Leisure services/ Wellness Services/ Operations/ Corporate Landlord	Ensure that leisure facility is built with sustainable materials and with sustainable M&E systems	Reduced carbon emissions. Operational savings related to cost per head	Assessment of lifetime environmental footprint of materials and systems utilised	N	Leisure services/ Wellness Services and operations/ environment team/ Construction team	Data from metering
017	Leisure services/ Live Well/ Radcliffe residents	In Radcliffe, accelerate considerations for the adoption of a joint strategic commissioning approach for health and wellbeing prevention and early intervention programmes	Continue provision and where possible increase the provision of commissioned services such as Prehab 4 Cancer, Cardiac Rehabilitation, and Pulmonary Rehabilitation	Number and range of courses available Number of users enrolled on courses	Y Y	Leisure services/ Wellness Services	Service data on courses available and users enrolled
018	Leisure services staff	Support workforce retraining and capacity building of Radcliffe Leisure staff to provide more scalable and replicable specialist wellbeing interventions to support recovery.	Broaden staff skill sets. Increase staff uptake of CDP's and other training. Ensure all staff adopt a make Every Contact Count (MECC) approach	Number of staff enrolled on CPD. Number of staff enrolled on and completed MECC training and using it in work	Y Y	Leisure services/ Wellness Services	Survey on staff skill set Service data on CPD take up and completion. Service data on MECC training. Staff survey on how MECC approach is utilised.
019	People in disadvantaged groups can obtain discounted health care	Increase numbers obtaining and using active lifestyles discount card	Increase participation, improve health & wellness outcomes	Number of individuals obtaining active lifestyles discount card and numbers using it regularly.	Y	Leisure services/ Wellness Services	Number of individuals obtaining active lifestyles discount card and numbers using it regularly.
020	Schools	Continue broad engagement between leisure services and schools and continue primary school swimming programmes	Increase participation, improve health & wellness outcomes. Ensure every primary school student can swim	Number of schools engaged numbers of students engaged. Number of primary school students using swimming facilities.	Y Y	Leisure services/ Wellness Services	Service data on primary school students using swimming facilities. Service data on interactions with schools and use of leisure facilities by students.

021	Radcliffe residents	Increase numbers of active Radcliffe residents, in line with Sports England targets	Increase in overall activity – improve health & wellness outcomes	Number of “active” Radcliffe residents	Y	Leisure services/ Wellness Services	Survey on (in)activity to representative sample of Radcliffe population
022	Vulnerable Radcliffe residents	Increase numbers of participants from key groups in new leisure centre compared to the temporary facilities.	Increase in overall activity – improve health & wellness outcomes. Reduce loneliness	Number of participants from key groups	Y	Leisure services/ Wellness Services	Service data on users and survey of leisure centre users
023	Radcliffe residents generally, but focus on the overweight, the obese, and pre-diabetics	Increase numbers of participants on tier 2 weight management service and the diabetes prevention programme.	Improve health outcomes for Radcliffe residents	Numbers on tier 2 weight management service and the diabetes prevention programme	Y	Leisure services/ Wellness Services	Service data on the numbers of users of these programmes Radcliffe-wide data on numbers with diabetes and weigh issue
024	Users of GM Moving Local Pilot B (Coronation Road)	Ensure users of GM Moving Local Pilot B (Coronation Road) are linked to leisure and wellness provision. (To align and work with the Radcliffe Local Pilot to provide opportunities where feasible)	Improve health & wellness outcomes for Radcliffe residents.	Numbers of users using both Coronation Road and leisure facilities	Unsure	Leisure services/ Wellness Services/ Library services	Service data on cross referrals Survey data of GM Moving local pilot users
025	Business start-ups and growth potential organisations in Radcliffe	Promote existing and future business support through networking, social media	Enterprise Centre supporting a wider network of businesses to be engaged and informed of support available/raised awareness of the GM Business Growth Hub programmes	Increase in business start-up and survival.	Y	Economic Development	TBC
026	Bury Council assets connected to full fibre infrastructure in Radcliffe including Council owned building, schools, and CCTV structures.	Full Fibre Roll out – fibre to premise	Fibre to the premises to anchor buildings with an intent to open the market for more infrastructure for surrounding businesses and residents.	Fibre provisions increase	Y	Economic Development	Asset Register
027	Radcliffe Businesses	Businesses engaging with the Greater Manchester Good Employment Charter	Providing a Living Wage Creating Healthy Workplaces Empowering employee voice Good recruitment practices Increased recruitment and retention	Businesses support the Charter and workforce health, and wellbeing is at the forefront of business plans	Y	Economic Development	TBC

			Improved access to learning and skills				
028	Radcliffe Residents (unemployed)	Improve indicators (underemployment, unemployment) Integration of services in the employment and skills sphere to facilitate a coherent customer journey	Integrated service via the Radcliffe Hub by facilitating space and joint working.	Decrease in unemployment and under employment in Radcliffe	Y	Economic Development	Employment data, welfare data
029	Radcliffe Residents and Businesses	Digital skills	Digital Inclusion micro team established	Increase in residents and businesses accessing digital skill support. Digital nervous/excluded reduced.	N	Economic Development / Libraries	TBC
030	Radcliffe Businesses	Bury Means Business/Business Engagement	Brand established/further work to strengthen Bury Council's Business Engagement Strategy.	Growth in networking opportunities with Radcliffe businesses connecting to other business across the town, borough, and GM region.	Y	Economic Development	TBC
031	Radcliffe residents (digitally excluded or in need of digital assistance)	IT training courses delivered in partnership with Adult Learning and external partners, e.g., Barclays. Digital Buddy scheme for volunteers to support digitally excluded residents	Increase skills of residents with little or no IT skills	Numbers of individuals using this service. Number of individuals with adequate IT skills following the course	Y	Library services/ Wellness Services	Service data Survey of course takers to feedback on their IT skills
032	Radcliffe business	Digital support for local businesses	Increase digital skills for businesses/ business owners	Numbers undertaking this service at the library or in conjunction with the library.	Y	Library services/ wellness	Service data Survey of course takers to feedback on their IT skills
034	Library/ Radcliffe residents	Maintain displays of archive and local history materials – continue relationship with Radcliffe Heritage Society	Increase recognition of Radcliffe's history and heritage	Numbers attending displays and accessing archive and local history materials	N	Library services/ wellness	Service data on attendees Survey of attendees to ascertain cultural feedback
035	Radcliffe residents	Arts and craft activities for adults and children running from the library	Improved wellbeing from cultural activity	Numbers attending the classes. Qualitative data on wellbeing and feedback results from the cultural activity	Y N	Library services/ wellness	Service data on attendees Survey of attendees to ascertain cultural and wellbeing feedback
036	Radcliffe residents	Author events linking with regional programmes such as New Writing North	Improved wellbeing from cultural activity The production of new works of literature and art	Numbers attending the events. Qualitative data on wellbeing and feedback results from the cultural activity	Y N N	Library services/ wellness	Service data on attendees Survey of attendees to ascertain cultural and wellbeing feedback – including the production of new cultural artefacts

				The production of new literature and art following attendance			
037	Community groups	Enable and develop stronger communities through: 1. Volunteer programme 2. The library as a host venue for community groups 3. Out of hours use of library space available for partner organisations	Extra facilities available for partner organisations Increased individual and community confidence Increased wellbeing through communal activities Improved wellbeing outcomes, such as decreased loneliness	Numbers attending out of hours space	Y	Library services/ wellness	Service data on attendees
038	Radcliffe residents/ civic hub users	Create public realm and a highways network conducive to a complete transition to fossil fuel free local travel by 2038, by improving active travel links, improved electric car charging facilities and reducing amounts of freight delivered by HGV and LGV in Radcliffe	Reduced carbon emissions. Improved health outcomes from increased amounts of active travel and lower pollution levels	Amount of CO ₂ and other pollutants Numbers using active travel, public transportation, and private vehicles	Y Y	Operations/ Environment Team/ Highways	Air quality monitoring station information TfGM survey data
039	Hub staff and users	Encourage waste reduction and increased recycling in the Civic Hub	Reduced carbon emissions. Reduced consumption of other resources. Reduced consumption of energy	Amount of CO ₂ and other pollutants produced. Amount of waste produced	Y Y	Operations/ Environment Team/ Waste Operations	Information from waste operations on waste collected.
040	Hub staff and users	Encourage the consumption of low emissions food within the hub and ensure that all food waste that can be recycled is recycled	Reduced carbon emissions. Reduced energy consumption.	Amount of CO ₂ and other pollutants produced. Amount of waste produced	Y Y	Operations/ Environment Team/ Wellbeing team	Boroughwide information on CO ₂ levels Information from waste operations on waste collected.
041	Hub designers	Ensure the planting of street trees in the public realm associated with the Civic Hub proposals	Reduced carbon emissions. Increased wellbeing through improved green infrastructure Reduced pollution from e.g., particulate matter through street trees	Amount of CO ₂ and other pollutants produced. Number of trees planted and successfully established	Y Y	Operations/ Environment Team/ Leisure Services	Boroughwide information on CO ₂ levels Service data on trees planted
042	Local businesses	Encourage the growth of green businesses in the start-up space	Reduced carbon emissions. Develop range of businesses and	Amount of CO ₂ and other pollutants produced.	Y N	Management of commercial spaces TBD	Boroughwide information on CO ₂ levels

		created in the hub proposals	employment opportunities providing support for zero carbon lifestyle	Number of green businesses and start-ups in the hub			Service data on numbers of green businesses
043	Radcliffe Community Groups	New suite of community facilities, of different sizes to be delivered in the hub project	Improved health outcomes Increased individual and community confidence Improved wellbeing outcomes, such as decreased loneliness	Number of community groups using the community facilities. Number of individuals in community groups attending.	N N	C Beadsworth	Service data on attendees Survey on attendee's wellbeing
044	Radcliffe residents	New suite of facilities, including Market basement to host cultural performances, in conjunction with	Increased wellbeing from consumption of cultural goods Increased wellbeing from individuals producing cultural performance and artefacts. Increased cultural cache to attract in new businesses. Increase in social inclusion and feelings of connection to place. Reduced crime. Multiplier effect from businesses catering to the needs of cultural space/ activities	Number of individuals using cultural facilities. Amount of wellbeing produced. Number of businesses moving to or setting up in Radcliffe related to the cultural offer. Number of people noting increased levels of social inclusion. Number of people reporting reduced crime	N N N N	Operator of cultural facilities TBD	Service/ operator data Surveys to determine the impact of cultural events on participants and attendees. Survey of local business on impact of cultural events

Service Quality Indicators

10

Service	Service Element to be monitored	Method of measurability	Frequency of Monitoring	Responsibility
Adult Learning Service	Widen participation of Radcliffe residents engaging in learning: - ICT and wellbeing provision	Number of learners, attendance & success rates. Data reports Township data dashboards	Termly	MR
	Range of introductory courses on offer to engage hard to reach and offer suitable pathway.	Number of learners engaged attendance & success rates. Progressing onto other courses.	Termly	MR
	Family learning courses	Courses established and number of parents engaged. attendance & success rates.	Termly	MR

	Male engagement in provision	Data from enrolments	Termly	MR
	Opportunities for residents to receive IAG focused on their learning needs	Student services data	Termly	MR
Leisure Services	Membership Sales	Numbers of sales, further broken down by Membership Type / Site / Month	Monthly	JV
Leisure Services	Active Members	Numbers of active members further broken down by Membership Type / Month	Monthly	JV
Leisure Services	Centre Visits	Numbers of visits further broken down by site / Month	Monthly	JV
Leisure Services	Children Registered for Swimming	Numbers registered broken down by Site / Month	Monthly	JV
Leisure Services	Swimming Centre Attendance	Numbers broken down by Site / Month	Monthly	JV

