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LET'S
do it!

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Radcliffe

People and Communities Plan

2022 - 2024

1. Introduction

Partners within the borough of Bury have agreed a vision that by 2030 the borough will be **'achieving faster economic growth than the national average, with lower than national average of deprivation.** We will achieve our vision through a ten-year programme of reform which has an equal focus on:

- the strategic **place**-based development of our six townships through physical and economic regeneration, infrastructure improvements and housing growth, and
- harnessing the spirit and strengths of our **people**, through a neighbourhood-based approach to community engagement and integrated public services. We want to create the conditions in which individuals and communities have greater power and control over their lives and actively participate in public life, particularly those who are most disadvantaged and least heard.

... *"Let's do it!"*

If the ambition for inclusive growth for the borough is to be realised it must be prioritised in Radcliffe, which has the highest proportion of opportunities for growth and the highest proportion of deprivation of all of the borough's townships. The continued regeneration of Radcliffe is therefore an established priority and, in 2021, the Council agreed a Strategic Regeneration Framework (SRF), the vision for which is to **become a place where residents will be able to access the widest range of services and amenities and where the business base of the town centre can be encouraged to diversify and flourish.**

The SRF:

- pulls together plans for a series of regeneration components to transform the attractiveness and vibrancy of Radcliffe town centre, including development of a Civic Hub; ongoing development of Radcliffe market and market chambers; a new high school and the creation of approximately 500 new homes on a brownfield development site;
- is supported by an agreed multi-million pound investment scheme including the £20m capital contribution which has been secured through the national Levelling Up Fund and equivalent funding now committed by the Council.

The SRF also highlighted the opportunity to improve the health and well-being of the local population and to reduce inequalities. This paper responds to that challenge by setting out a **People and Communities Plan** to develop the skills, strengths and successes of individuals and communities, in parallel with the economic development, in order that some of the great causes of inequality may be tackled: a poor start in life; blinkered horizons; poor education; poor health and poor-quality work.

This Plan has been actively shaped by residents, businesses, local groups and landowners and produced by the Radcliffe Executive Sub-Group, chaired by the Chief Executive of Bury Council. It follows the *Let's do it!* neighbourhood model and describes how this Radcliffe will lead the way in its implementation, including:

- A new approach to **community engagement** and initial set of **community-led priorities**, which will empower local residents and improve outcomes
- A model of **reformed public services** to support local practitioners to work together and ensure early, joined-up and targeted support for people with most complex lives. Research shows that through targeted intervention we can improve outcomes for some of our most vulnerable residents and reduce demand on an already over-stretched system of statutory services
- The **evaluation** measures that will be used to assess success.

This plan is not about the actions of any single individual or organisation, however, but the actions that we will all take together. Of course, it contains goals and priorities for the Council, the NHS, GMP and other public services, all of whom have a critical role to play, but it is also about what our communities, and the individuals within them, can do to make life better for themselves and their neighbours. This is a strategy about taking part, working together and getting things done.

“If the Council goes ahead and does things without the community’s blessing, they won’t be accepted, and the community on its own doesn’t have the power to make things happen.” (Community group chair, Radcliffe West, September 2021)

The guiding principles which underpin all of the proposals in this plan are:

- **Listening to what is important to residents within Radcliffe** and using local insight to help achieve outcomes.
- Supporting the people of Radcliffe to **determine their own priorities** which will influence where we all focus our efforts.
- Recognising and valuing the **important contribution of voluntary, community and faith groups** in improving quality of life.
- Adopting an **asset-based approach** across all partners which means recognising the strengths of people and communities; a shared understanding of what a good life means and the targeting of resources based on risk.
- **Empowering public service staff** to work together to support people in ways that work for them rather than being constrained by organisational boundaries and procedure.

2. Radcliffe

Radcliffe is one of the six townships in the borough of Bury, comprised of the three wards of Radcliffe North & Ainsworth, Radcliffe East, Radcliffe West. Radcliffe is a place of significant social opportunity but with some profound challenges. The original proposal for a People and Communities Plan in September 2021, provided a detailed neighbourhood profile and outcome baseline. Headlines included:

- Radcliffe has the most concentrated and entrenched deprivation in the borough. The area which includes Coronation Road is the fifth most deprived in Greater Manchester, with additional high levels of deprivation around the town centre including Water Street, the St Thomas Estate and Milltown Street.
- Radcliffe is one of the least ethnically diverse townships in Bury. Radcliffe has a higher proportion of white, working age males than elsewhere in the borough. However, recent changes as new communities have moved into the town has started to change the ethnic makeup of the town.
- Radcliffe is more age diverse than other places in the borough, with a higher-than-average proportion of 20 to 34 year olds and those aged over 64 to 85.
- Radcliffe West has the lowest levels of life expectancy for both males and females compared to the borough as a whole.
- Radcliffe is significantly worse than Bury and England averages for all causes of mortality, in particular coronary heart disease.
- The areas with the highest proportion of people living with a limiting illness or disability are around the Coronation Road area.
- Short and long-term unemployment within Radcliffe is above the regional and national averages.
- In Radcliffe, there are more lone-parent households and under 65 one person households than the Bury and England percentages.
- Approximately 29% of all Six Town Housing properties in Bury are located in Radcliffe.
- Radcliffe wards have one of the highest proportions of reported fly tipping in the borough.
- Radcliffe town centre has the highest reported levels of anti-social behaviour across the borough as a whole, particularly around Coronation Road, Spring Lane and Redbank Fields.
- 72.2% of early years pupils achieved a good level of development in 2019, in line with the national rate of 72% and the rest of the borough at 71.6%.
- 54% of pupils were achieving expected levels and above at KS1 and KS2 for reading, writing and maths, significantly lower than the national rates of 65%.
- 25.3% of Radcliffe pupils gained a 5+ in English and Maths at GCSE, lower than the national average of 43.2% and the rest of the borough at 39.8%.
- 77.4% of pupils in Radcliffe attend a good or outstanding school, this is lower than the national rate of 85.6%

3. Delivering a People and Communities Approach in Radcliffe

Regeneration is as much about hearts and minds as it is bricks and mortar. In Radcliffe it is an opportunity to better *understand* and *empower* people through the co-design of new community spaces and public services; the *engagement* of local contacts and creation of new ones and *harnessing the passion and pride* that local people have for Radcliffe.

This plan seeks to involve Radcliffe people in the exciting opportunities ahead by applying the tools of the *Let's do it!* 'People and Communities Centred Approach'. The approach, summarised below, is about using a range of practical tools to:

- **Recognise individual and community assets** through strengths-based working. Assets include community groups; friends; relatives and neighbours, who all work together to support one another and develop a place
- **Connect** community assets through networks of community champions; relationships between public sector services; families and social networks and voluntary, community and faith organisations
- **Mobilise and grow assets** through, for example, participatory budgeting; social prescribing; developing the role of the VCFA and community-led commissioning
- Bring **alliances** of community, voluntary and faith groups together to act collaboratively as a voice in their local neighbourhoods

*In recent research the strength of community action initiatives in Radcliffe was noticed, including classes for refugees and asylum seekers, coffee mornings which have helped with isolation and groups for men to gather and discuss mental health issues
(Temple, 2022)*

Some of the activity undertaken in Radcliffe so far, following this approach, is described below:

- The establishment of a Community Hub with a full time manager and team of Community Engagement Champions who network with individuals and groups across all parts of Radcliffe including a specific focus on the regeneration activity.
- Development of ward summaries detailing community groups and networks across Radcliffe.
- The establishment of a Regeneration Office in Radcliffe.
- Neighbourhood Pitch funding event at Radcliffe Market where local community groups promoted their activity alongside targeted support on debt advice, Adult Learning provision and engagement on regeneration proposals
- Engagement with all Radcliffe ward members and the Bury South MP.
- Workshops and meetings with town centre businesses.

- Engagement with key landowners and tenants (e.g. Homes England, Canal and River Trust) and statutory partners (e.g. Environment Agency, Transport for Greater Manchester).
- Community meetings including a dedicated community forum, with subsequent community-led meetings on community safety and collaborative personal safety event sessions for International Women's Day with Greater Manchester Police.
- Resident led community days in October and December 2021.
- Race Listening Events in Radcliffe as part of the delivery of Bury's Inclusion Strategy.
- Facilitating a Radcliffe Volunteer Fair at the Outreach Centre in early 2022.
- Feedback through public services as part of the Public Service Leadership Team and wider practitioner network.
- A deep-dive piece of independent research was commissioned in September 2021 to develop a deeper understanding of the identity and dynamic needs of communities in Bury, including Radcliffe.

*Local residents were particularly positive of recent opportunities for community funding. In 2021/22 27 local community groups received investment of **over £160k** in Radcliffe against local Covid recovery priorities, Health Improvement and Climate Action activities.*

*This included **over 3,000** votes being cast in the Neighbourhood Pitch participatory budgeting where local residents determined the allocation of funding.*

3.1. Community feedback in Radcliffe

A number of key themes have emerged from resident engagement so far about how they feel about living in the town. We have heard that its people are seen as the best thing about Radcliffe is its people; there is a strong community spirit and lots of great community groups with the opportunity to link up better – but – there is a need to change negative perceptions of Radcliffe.

There is a genuine sense of enthusiasm about the opportunity to enhance identity and belonging through cultural events and festivals and there are numerous active community groups in Radcliffe that could have a greater impact if they had the opportunity to work together. Some more specific feedback has included:

- There is a network of vibrant local social action groups and community groups within Radcliffe, and opportunities for further collaboration.
- Radcliffe is an area with a strong local identity. There is a strong connection to the rich history and heritage of Radcliffe.

*In the spring of 2022 the fabric of Radcliffe has been explored through a textile project connecting people and place. A series of free workshops have been run as part of **Spirit of a Place Radcliffe** as a piece of community art,*

where individuals and families with links, stories and memories of the town have come together to stitch a mark onto a map of Radcliffe.

“We’ve had such a lovely time sharing our stories, memories and wishes for the town – it has been so good to get out, see people and even learned a new skill”

(Radcliffe workshop attendee)

- There is a high level of cynicism from residents and a perception of broken promises and disparity of service provision, including a lack of accessibility to local provision.
- Community safety concerns exist, specifically in relation to the vicinity of the Metrolink, prevalence of drug usage and anti-social behaviour.

Following concerns raised by local residents on persistent ASB, public services including Bury Council (Youth Services, Community Hubs and Community Safety) and Greater Manchester Police have worked in partnership with key local groups including Growing Together Radcliffe and Step Change which has resulted in securing a venue for delivery of youth provision and diversionary activity (including through StreetGames) and deliver sessions on tackling knife crime.

- There is a perceived lack of services and opportunities for young people in Radcliffe.
- There is a perceived lack of support for homeless and at risk of homelessness.
- Concerns exist over the number of people with multiple needs from outside of the borough are being placed in Radcliffe.
- A feeling amongst residents that Radcliffe is overlooked for cultural activity.

*Funding through Bury’s Town of Culture programme saw Radcliffe host an **Art and Culture showcase in December 2021** with activities from wreath making and decoupage, to history talks; Pravana dancing to childhood crafts with Incredible Edibles. There were also sessions with the MAD Theatre group, Radcliffe Brass band, Creative play by the Early Bird Project and Art for Dementia.*

- Concerns were expressed over poor environmental quality; however this has resulted in a strong community response through the Radcliffe Litter Pickers and various local environmental and gardening projects.

4. Co-Designed Priorities for Radcliffe 2022-24

As a result of the engagement and analysis so far, a series of community priorities have been determined for delivery between public services and Radcliffe residents by 2024. These priorities will be developed into a programme of work, to be co-ordinated by the Community Hub, which engages local people with the regeneration and improvement agenda in Radcliffe.

4.1 Strengthening Community Safety

During 2022 the Community Safety Partnership (CSP) undertook extensive consultation to co-design the new Community Safety Plan for the borough, including the production of a strategic needs assessment which reviews crime and disorder data from across the partnership to identify priority themes and particular geographies with additional needs. This work highlighted the concerns on Radcliffe residents about community safety, particularly in relation to:

- Anti-social behaviour (linked but not limited to the Metrolink station),
- Drug abuse and related crime and road safety
- Youth violence
- A lack of confidence in reporting crimes and a need to improve the relationship between residents of Radcliffe and the community safety partnership including GMP.

“Safety is our number one priority – we want to feel safe, for the streets to be safe, to not have to witness crime and disorder. If this improves it will help improve the whole area” (Radcliffe resident, Radcliffe community forum 2021)

It is intentional that Community Safety is the first priority listed, as this is the topic that has been most frequently cited as a priority for collaborative action. A place-based interpretation of the borough-wide CSP will be produced for Radcliffe which deals with specific local issues across each of the six priorities of the plan:

- Reducing drugs related crime
- Domestic abuse
- Community cohesion
- Creating and Maintaining Safe spaces
- Crime and anti-social behaviour
- Reducing reoffending

Community-led community safety sessions on ASB, knife crime, safe travel, women’s safety and speeding have taken place in recent months; with GMP’s neighbourhood policing team, the Community Engagement Champion, Ward Councillors and local groups coming together to build a safer community. This has increasing community visibility and participation in Operation Saturn and improved relationships to share local insight

4.2 Protecting and Enhancing Radcliffe’s Environment

The quality of the natural and built environment is a priority for many Radcliffe people. Ward Councillors regularly receive case work relating to waste, fly tipping, road safety and street cleanliness. There is a vibrant voluntary sector working on environmental issues in Radcliffe including gardening groups, litter picking, friend's groups, self-managed allotments, football pitches and bowling greens and self-managed sport clubs. Through this plan we aim to embrace the work already being carried out and to respond to priority concerns about council-owned infrastructure.

In 2019 the Council declared a Climate Emergency and committed to achieving the Greater Manchester target of carbon neutrality by 2038. In 2021 this was followed by the production of a Climate Action Strategy and Climate Action Plan, following a process of resident consultation. Key priorities highlighted from the people of Radcliffe in this consultation included:

- Protecting existing green space
- Increasing recycling rates
- Divesting use of fossil fuels
- Increasing renewable energy production
- Reducing climate impacts associated with consumption, energy, and travel.

Radcliffe Litter Pickers has sought to improve St. John's Church Yard to create a 'safe haven garden' allowing people to meet outdoors, socialise and improve their mindfulness, whilst encouraging local biodiversity. Building on the strengths and passion of this group, support was provided through community and public services and funding to make this a reality.

A community-led Environmental Forum will be established for every township, including one in Radcliffe. This Forum will be empowered to drive work towards local carbon neutrality and to support and enhance the work of community groups and council partners working towards a clean, green environment.

4.3 Improving Health and Care Outcomes

Radcliffe residents experience some of the poorest health outcomes in the borough, including some of the lowest levels of life and healthy life expectancy and higher prevalence of preventable disease higher rates including coronary heart disease, deaths from circulatory diseases, deaths from causes considered preventable and deaths from all causes.

As with the other townships Radcliffe has had an Integrated Neighbourhood Team (INT) in operation for nearly three years – bringing adult community nursing and adult social care teams under single line management. This has recently grown to include Mental Health Support. Active Case Management is the established intervention method for people with multiple health and care needs and there is a weekly cycle of multi-disciplinary team meetings linked to GP practices. The multi-disciplinary teams are composed of a range of health and care professionals who support care planning and case co-ordination.

Social prescribing is well established with a Radcliffe Neighbourhood Link Worker and a new PCN funded Mental Health Practitioner has recently come into post.

The Locality Plan for the transformation of health and social care, approved in September 2021, sets out the challenges of the health and care system over the next few years, but also the vision and core principles of the way in which the health and care system will work differently. Core to this vision is a focus on addressing population health and health inequalities and drawing on the wider determinants of health and care to secure better outcomes for residents and less cost to services. A local health and care improvement plan will be developed to implement the Locality Plan in Radcliffe, based on the principles of prevention, self-care and access to local assets, including prevention, including:

- Improving physical activity through access to green spaces and proposed leisure facilities.
- Increased community engagement on healthy eating and basic cookery skills.
- Engagement on culture, community and social activity to tackle loneliness and low-level mental health, including through the well-established social prescribing team in Radcliffe.
- The ongoing development of the health and care neighbourhood team with the addition of a new Radcliffe Neighbourhood Link Worker and a new PCN funded Mental Health Practitioner, to support residents to be in control of their lives and in control of the way health and care services are organised around them.

Let's Live Well Radcliffe is a collection of activities across the Radcliffe area to people connected, moving more and supporting health improvement activities. From 'Grow Your Own' space with Woodies Men in Sheds to Run Together Radcliff and walking football at Radcliffe Sonics

4.4 Improving Education Outcomes

Radcliffe residents are frustrated about the long-term absence of a high school in Radcliffe. Furthermore, Radcliffe children are underachieving at Key Stage 1 (5-7 years) and Key Stage 2 (7-11 years) in comparison with Bury as a whole and England average.

The Council's long-term ambition to see the establishment of a new secondary school to serve Radcliffe is now close to being delivered. The Department for Education has confirmed its support to the development of a new school, and Star Academy has been selected as sponsor. A site has been confirmed on land off Spring Lane and a feasibility study is being undertaken (March 22). It is anticipated that the new school will admit its first cohort of students in September 2024.

If, however, the full benefit of this significant investment in new educational provision is to be realised it must be accompanied by a broader strategy that seeks to address the impact of inequalities not just as they present at high school, but beginning in early years and continuing to high quality post-16 provision. Strong leadership from schools will be secured to progress such an integrated plan which provides young people with the skills, confidence and ability to fulfil their ambitions.

Beginning in early years, a key part of this delivery plan is ensuring that parents and children have the opportunities to ensure that children enter primary school ready to

learn and that when in primary schools the children of Radcliffe have access to high quality provision. Our aim is that all young people are able to transition effectively to a range of high quality high schools, not only the new school in Radcliffe, but to other schools of their choosing. Following a successful time at high school it then essential that all young people then have clear pathways to relevant, high quality post-16 courses and that all of these measures build to provide young people with the skills, confidence and ability to fulfil their ambitions.

The leadership from schools serving the Radcliffe community is essential if these ambitions are to be met. Schools are at the heart of the communities they serve, and understand the challenges that families face on a day to day basis. School leaders and their staff are responding to the needs of children and young people, and their families, and are able to see first-hand, what works, but also where the barriers are. School leaders therefore have a key role in engaging with their communities and driving forward the ambitions for Radcliffe.

The development of this thematic plan has therefore been informed, and will continue to be guided by, the input from the leaders of those schools serving Radcliffe, and importantly, linking with Star Trust as plans are progressed to establish the new secondary school.

The initial focus of that engagement has identified:

- Early years – the need to work with early years providers and community groups in target neighbourhoods to improve school readiness.
- Primary phase - support for recovery of learning post Covid; supporting best practice from and to Radcliffe Primaries. A focus on improving attendance and particularly using 'Team Around' to focus on Persistent Absence as improving attendance will improve outcomes.
- Identification of families with complex problems or at risk of having problems. Extension of 'Team Around' using Radcliffe Public Service Leadership Team and the wider Practitioner Network.
- Supporting schools to encourage pupils and families to eat better food and increase physical activity levels.
- Brokering relationship between Star Academy and Radcliffe primary schools.
- Focus on transitions and curriculum development at KS2/KS3.

4.5 Improving Resident Skills and Employability

Radcliffe has a relatively high percentage of households who earn below 60% of the median national income, before housing costs. The highest area of poverty is around the centre of Radcliffe which includes Coronation Road, Spring Lane and Redbank Fields. In terms of employment deprivation these areas are in the top 1% most deprived in the country.

Some of the principal causes of this deprivation are worklessness and benefits dependence. Radcliffe has the second largest proportion of NEETs (Not in Employment, Education or Training) in the borough and significant dependence on benefits including Universal Credit and housing benefit around the centre of Radcliffe and Disability Living Allowance and Personal Independence Payment in the southern part of Radcliffe North around Coronation Road area. A skills and employability strategy will be developed, to give local people the skills and aspiration to access and remain in quality work. It will seek to ensure:

- Young people leave education and training ready to succeed in the labour market, with a balance of academic, technical and 'life ready' skills.
- Adults can acquire the skills and support they need to fulfil their career potential and adapt to changing employer needs throughout their lives, from entering employment for the first time through to highly skilled careers and retraining.
- Employers have access to a local workforce with the skills required, which allows companies to compete on the basis of high productivity, good quality work and excellent employment practices
- Residents are supported by a welfare system, under Universal Credit, that provides access to good work for those who can, support for those who could and care for those who can't.

The strategy will involve:

- Engagement with local businesses to understand their skills/talent needs, particularly in the economic sectors that will be developed through the SRF
- Better understanding of residents' barriers to accessing adult education and skills provision.
- Close working with partners and providers including Bury College, Holy Cross College, Bury Adult Learning and the Working Well service, to ensure their offers improve an individual's employability and addresses the barriers that are highlighted by residents.
- A blended offer for adult skills and development including community-led provision for skills for life and learning for pleasure; an academic offer for employment and progression skills; community engagement to raise personal confidence and aspiration and supported employment including placements, internships and apprenticeships.

The local community have expressed the need for the people of Radcliffe to be able to take advantage of job opportunities arising from the regeneration activity – including both the physical building activity and the roles that result from the works. Engagement has included sessions with Procure Plus to pilot the delivery of Construction Skills Certification Scheme training at the Outreach Centre in Radcliffe to promote opportunities to get involved and accredited; along with volunteering as a way of increasing skills and confidence as a stepping stone into employment

4.6 Closing the Digital Divide

The GM Full Fibre Network will bring better public Wi-Fi coverage into Radcliffe town centre, including connecting around a dozen public sector buildings to full fibre. In

support of the expanded digital infrastructure, progress must be made on digital inclusion to ensure local people have the skills and confidence to access technology.

Recent research highlighted that people who have the most engagement with the internet reside in Radcliffe East, but there is much more limited engagement within Radcliffe West.

In Radcliffe West there is evidence of ‘passive and uncommitted users’ i.e. those with limited or no interaction with the Internet and ‘digital seniors’ i.e. those that are retired and relatively affluent, adept enough to use the Internet for information but less so for social networking purposes.

Such a divide must be tackled as the pandemic has shown how, when people are unable to use the internet easily or effectively, they can become cut off from wider society. Some children struggled to keep up with education during the lockdowns, while older people could not necessarily shop online or use devices to ‘meet’ relatives.

Through the Community Hub team and colleagues at Bury Adult Learning and Digital Eagles team, work has taken place with community groups who have identified digital gaps; for instance Redbank Tenants and Residents Association and Diggle Lane allotment were supported, including how people could access information via The Bury Directory, engage in local consultations online and vote online for Neighbourhood Pitch funding.

This workstream will seek to widen digital skills among people of all ages and ensure these can be used effectively through faster internet speeds and the wider availability of digital technology. It will be progressed through a network of “Champions” through the Bury Adult Learning network and the Barclays Life Skills project.

4.7 Promotion of Culture and Sport

Culture and creativity are key points of the *Let’s Do It!* Strategy, as they are important for personal growth, community cohesion and quality of life. Radcliffe is already a cultural leader in the borough, through the range of active community groups; flagship events such as Radcliffe carnival and home to the greatest number of Grade I listed buildings in the borough. The SRF provides significant new opportunities to develop the cultural offer, through the space that will be available in the redeveloped Market basement; new civic hub and the enterprise centre, which has the potential to be an engine of cultural production.

“A healthy, happy community has community groups in it – but specifically, culturally enriching groups. The key is that they’re there to enrich peoples’ lives, not to provide a safety net – that bit must be done by the public sector.”
(Infrastructural development programme lead, Radcliffe)

Sport is also a key component of Radcliffe’s cultural landscape, although data tells us that levels of physical activity in Radcliffe are lower than other parts of the borough despite some of the best access to green space. A “Live Well Move More” local delivery pilot has been underway in Radcliffe, led by public health, which will be further developed to encourage an active society. The new leisure facilities within the civic

hub will again further this ambition if the right offer is included to encourage a buoyant community sports sector.

“Sport opens doors and opportunities that other activities don’t” – Community Engagement Champion in Radcliffe, who worked with Radcliffe Football Club to collaborate with dozens of young people at a school holiday club on the future on Radcliffe following concerns that young people were not engaged in discussions on regeneration.

The future development of Radcliffe’s cultural offer and, specifically, the use of community and events space within the new built environment, must be led and owned by Radcliffe residents. A proactive process of co-design will be followed to ensure this space is developed to support local identity and to cement community.

4.8 Thematic Delivery Plans

The detailed plans for delivery and measures of success for each priority are appended in Section Eight of this report. The delivery of the thematic plans will be coordinated through the governance arrangements outlined later in this report which are the existing arrangement to oversee the SRF.

It is important to note that through co-design with residents and communities these delivery plans have been designed to be targeted towards areas of greatest need and opportunity. Some of the activities represent small scale interventions which will make a notable difference in the short term to quality of life, others mark the start of more complex projects which may take longer but will ultimately ensure the issues identified within the Plan are addressed.

5. A New Model of Public Services in Radcliffe

Our vision for Radcliffe is built upon conversations with communities and our goal is simple: ***to improve the health, wealth and well-being of the Radcliffe population by ensuring it is a place where anyone, regardless of where they come from and who they were born to, can thrive.***

Public services will seek to engage all Radcliffe residents and community groups in the vision for their future, but we know some people do not engage in public life and have complex lives which means they need more targeted support. We understand that these people are often high-end users of public services and that without more focussed intervention to help them turn their lives around we will not be able to radically shift the outcomes for the place.

This section therefore describes the second priority strand to the people and communities' plan: the swift and extended implementation of the neighbourhood model of public services in Radcliffe. The neighbourhood model was established in the *Let's do it!* strategy and involves the following integrated teams working at place-level in each neighbourhood, including Radcliffe:

- **Two multi-agency practitioner networks** which comprise:
 - **An Integrated Neighbourhood Health and Care Team (INT)** who actively case manage those with multiple health and care needs through a weekly cycle of multi-disciplinary team (MDT) meetings linked to GP practices.
The current team is comprised of District Nurses, the adult care, community mental health team and a named lead GP together with a Radcliffe Neighbourhood social prescribing link worker and a new Primary Care Network funded Mental Health Practitioner. Evaluation has pointed to the positive impact of the MDT approach in Radcliffe including reducing staff isolation with complex cases, encouraging a more holistic and person-centred approach and building new and productive relationships between different services and professionals.
 - **Children's early help**, an integrated team of children's social work and the local schools.
Radcliffe has the largest proportion of Children in Need (CIN) plans in the borough, the second largest proportion of children with a Child Protection (CP) plan and the second largest proportion of Children Looked After (CLA). Radcliffe West has had the highest number of early help cases for children; yet also has the highest proportion of families who have been successfully worked with as a result of the Supporting Families programme.
- **A Public Service Leadership Team (PSLT)** comprised of the Community Hub Manager; GMP Neighbourhood Inspector; Health and Care INT Lead; Six Town Housing Neighbourhood Co-ordinator; Children's Early Help Locality Lead; Beacon Service Link Worker (Social Prescribing) and Public Health Neighbourhood Lead. This local leadership team is responsible for:

- Developing and understanding place insight: data for evidence-led discussions, assets, key local practitioners and case management information.
 - Identifying and coordinating integrated response to place-based issues.
 - Developing relationships and connections, including identifying workforce development needs and opportunities.
 - Oversight of case activity to ensure cases are being dealt with by the most appropriate part of the system and that this is joined up to ensure effectiveness.
 - Ensuring connectivity between case work and community activity through the Community Hub.
- **A community hub** which connects all the resident, community and mutual aid/volunteer networks in a place, to co-ordinate activity and ensure access to resources.

Working together, the key features of this approach are:

- Delivering strengths-based assessments through, crucially, active listening
- Recognising and untangling the complexity and multiple contacts people have with different services
- Ensuring bespoke support, both properly sequenced direct provision and enabling tailored self-help through a bespoke support plan
- Ensuring clarity in end of support, empowering self-reliance
- A focus on place-based engagement and community capacity
- Targeted community support for both early engagement and supporting step-down activities.

Outcomes of this approach in Radcliffe, to date, include:

- 198 people in Radcliffe were supported through integrated health and care active case management in 2021/22.
- Targeted support to vulnerable households in addressing Winter pressures, including through Corrie Gardeners, Trinity Foodbank, Staying Well Team, front line public service practitioners and a pop-up stall at Radcliffe Market.
- Engagement with Women of Worth to support victims of Domestic Violence and ensure wraparound support including social prescribing activity to link into Live Well projects.
- Joint activity between Six Town Housing, GM Fire and Rescue and the Council to address youth ASB and deliberate fires across Radcliffe.

In support of the SRF the neighbourhood model will be further strengthened in Radcliffe during June 2022, on a pilot basis for potential borough-wide roll out, through:

- A third public service practitioner network which will provide focussed support for **adult only households with complex lives**. This group will establish whether the volume and complexity of adult-only issues e.g. substance misuse; domestic abuse; anti-social behaviour; worklessness and homelessness requires dedicated specialist capacity, or can be addressed through the expansion of the existing Early Help infrastructure.

An initial group of households are being identified to test this approach, with their consent, working with families already supported by multi agencies, through the identification of a lead key worker.

- A piece of **detailed data analysis**, with an initial focus on understanding the impact of Covid on health inequalities and our local response to this, will be complete by the end of June 2022 to:
 - define the cohorts of individuals and families in Radcliffe who are most at risk of high end public service;
 - identify people meeting that definition and
 - organise the targeting of the neighbourhood model at those individuals and families.

The intention is that data will include sources from public services including health data (e.g. A&E admissions and community mental health referrals); children's and adult social care data; housing and homelessness records and GMP information. Subject to the findings and detailed privacy notices, this data will inform the PSLT meetings where it will be combined with the knowledge of practitioners on the ground to choose cases for intensive integrated intervention and to track progress of delivery and outcomes.

6. Outcomes

What matters most from this plan is that the people of Radcliffe can see tangible changes and improved quality of life. This must link explicitly to our goal to improve the health, wealth and well-being of the Radcliffe population by ensuring it is a place where anyone, regardless of where they come from and who they were born to, can thrive.

Whilst progress will be monitored through ongoing dialogue with residents and community groups it will also be formally assessed through a detailed performance framework aligned to the:

- Priorities agreed with residents
- LET'S Do It! Outcome framework
- Greater Manchester Strategy
- SRF Requirements
- Funding criteria linked to the Levelling Up monies and wider government monitoring

Each of the seven thematic delivery plans have outlined metrics for success and for measuring progress against objectives. All thematic plans have a detailed list of key metrics which are available on request and will be presented in the public domain at a Radcliffe level.

Data will be collected against each of the metrics and, where necessary, further discussions will be held with thematic leads to identify appropriate targets. It is important that these targets reflect the need to drive inclusive growth and reduce health inequalities at a faster rate than elsewhere in the borough to make the step change in quality of life aspired to in this plan. This will involve setting “floor targets” for each measure which is the minimum standard or improvement that is acceptable to demonstrate the progress required.

Trend analysis will be completed where required and regular reporting processes will be developed which will be taken through the Radcliffe community governance mechanisms, in the Radcliffe Advisory Group which include community groups and Ward Councillors.

Progressing these goals in Radcliffe will help ensure that the overarching vision of the Let's do it! strategy is achieved. The strategy includes seven overarching outcome measures which together are the conditions of a thriving place:

Outcome	Target
Improved quality of life	Reduce the life expectancy gap between our worst and best performing areas to under 13 years for men and 10 years for women.
Improved early years development	Narrow the gap between the school readiness levels of all pupils and those eligible for free school meals to no more than our previous best performance of 8.5 percentage points.

Improved educational attainment for our young people	Narrow the gap in average attainment 8 score for all pupils and those eligible for free school meals. Our target is to maintain or improve current gap of 8.8 percentage points.
Increased adult skill levels and employability	Increase the gap of adults with no qualification and those with NVQ Level 3+ qualifications by reducing the number of adults with no qualifications and improving on our previous best position of 58.5 percentage point in 2017.
Delivering inclusive economic growth	Maintain position in Top 3 GM ranking for average total household income and increase the proportion of households in the top quartile.
Delivering carbon neutrality by 2038	By 2030 maintain decline in CO2 emissions per capita and be within the top 5 localities in GM with the lowest emissions.
Improved digital connectivity	Improvement in the borough rank within GM for digital connectivity based on the % of people over 16 who state they have not used the internet in the last 6 months or ever.

7. Implementation

The seven thematic delivery plans within this overarching People and Community framework, together with the co-ordination of public service reform, will be assigned an accountable lead and co-ordinated by the Community Hub Manager, as follows:

Workstream	Lead
Community Safety	Bury Community Safety Lead
Environment	Environmental Forum Chair
Health & Care	Health & Care INT Lead
Skills	Unit Manager, Economic Strategy, Bury Council
Culture	Strategic Partnerships Manager, Bury Council
Digital	Digital Inclusion Lead, Bury Council
Education outcomes	Assistant Director of Learning, Bury Council
Culture & Sport	Strategic Partnerships Manager, Bury Council

The identified thematic leads will be responsible for providing the Radcliffe Executive Sub-Group with quarterly highlight reports outlining progress against milestones, emerging risks and mitigation, key successes, funding opportunities and key messaging for delivery through communications. A quarterly Performance and Intelligence update will also be provided, with progress of measures towards outcomes. In turn the Radcliffe Executive Sub-Group will report to:

- Radcliffe Regeneration Advisory Group
- Radcliffe Regeneration Delivery Board
- Radcliffe Cabinet Committee
- Cabinet

Informal, monthly updates will also be provided to all Radcliffe Ward Members and the Public Service Leadership Team by the Community Hub Manager.

7.1 Communications and Engagement

It is important that stakeholders bring local people, community leaders and those with influential voices on the journey too. The acknowledged sense of scepticism and disillusionment amongst some people must be tackled and confidence given that a brighter future really will materialise for the town.

There has already been a significant process in providing information for Radcliffe people on the regeneration process. This has included:

- Leaflets to all households at key stages of the SRF development process, press and social media campaigns and drop-in stakeholder briefings.
- A Radcliffe Regeneration Office opened in September 2021 as a base for project officers to be available to provide information to local residents and businesses.
- A Radcliffe Regeneration Advisory Group has been working for the past several years engaging local community groups and businesses in the regeneration process.
- The Radcliffe Town Centre Recovery Board has been supporting Radcliffe businesses through the pandemic.

Moving the conversation onto firmer and more optimistic ground will mean continuing this process of listening, understanding and then playing back to the people of the town their views, their hopes and, of course, their concerns. To achieve this a resident communications and engagement strategy will be developed which, following engagement with local groups, will involve:

- Ongoing engagement with local people, influencers and stakeholders through one-to-one interviews; workshops; “dropping in” to existing forums such as community centres, youth groups or business clubs.
- Continuous consultation to support the introduction of the new secondary school, including supporting Star Academy to engage with residents through the Radcliffe Regeneration office and directly via the primary schools.
- Creating “pop-up” exhibitions and information, including
 - Supporting the request for a screen in Radcliffe market which residents can maintain with updates and asks for involvement
 - Creating a “story board” which promotes the ideas, achievements and aspirations of local people through the SRF
- An SRF “ambassador” events programme, with speakers and takeaways.
- Maintaining the dedicated Regeneration Office as exhibition space with comments cards in a public space in a public space.

These processes of engagement are connected to the local democratic process through quarterly meetings with Ward Members from all three Radcliffe wards and the inclusive governance structure described above which includes the Council; external advisors and local stakeholders.

8. Thematic Delivery Plans

Priority		Community Safety			
Objective 1: Reducing Drug-Related Offending					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Community Intelligence capture	Map hotspots of drug related activity in Radcliffe Neighbourhood Policing surgery to take place specifically focusing on drug usage	Implement mechanism to capture community intelligence to build richer picture of drug-related offending and harm at Ward level	Refresh local drug and substance misuse commissioning intentions through use local insight		Drug-related crime figures
Targeted activity to address offending	Community intelligence and partnership data to inform targeted Radcliffe action through Operation Saturn Drug-related offending specific activity within Radcliffe within Operation Avro activity in May in partnership with local authority and communities		Routine focus on drug-related offending as part of Radcliffe based GMP Operations		Drug-related crime figures

Identification and proactive preventative work with young people	Work collaboratively with the Radcliffe Friday Youth Night project at the Roc Centre, wider Youth Service to identify and support young people at risk of substance misuse and drug-related offending, including diversionary summer activity	Develop specific local education session for inclusion in PSHE curriculum for Radcliffe secondary schools for the 22/23 Autumn term including One Recovery, Early Break and Achieve Diversionary activity formulated as part of Holiday Activity Fund	Young People's Circles of Influence session on drug-related offending, co-designed with young people of lived experience Explore options for youth provision in new Hub including drop-in support	Implement agreed options for youth provision in new Hub	Reduction in youth ASB
Proactive partnership activity in targeted locations	Police led partnership activity at data and insight driven locations including Riverside Walk and Pioneer Mill	Co-ordinated GMP/health sessions on engagement and activity during "Taking Action on Addiction Week" in mid-October			
Objective 2: Supporting Victims and Tackling the causes of Domestic Abuse					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Implementation of MARAC development plan and neighbourhood model	Improving Adults Lives Active Case Management to be established and review priority cases for Radcliffe	Review of Radcliffe based domestic abuse cases through active case management to address trends and commonalities to inform commissioning intentions	Review Safe Accommodation provision in the borough and specifically demand in relation to Radcliffe	Further review of Radcliffe based domestic abuse cases through active case management to address trends and commonalities to inform commissioning intentions	DV Active Case Management data including number of re-presentations and case closures

Timely, local, accessible advice and information	Gap analysis for current advice and information (including peer-support) channels available within Radcliffe (physical locations and online routes)	Increase awareness of community-led Domestic Abuse Network within Radcliffe Promotion of local support through Domestic Violence Awareness Week in late November 'No More' Week in February 2023 on the run up to International Women's Day on 8 th March	Clear ecosystem of support to victims available and widely, regularly promoted across Radcliffe	Multi-agency, co-ordinated support available through the Radcliffe Civic Hub	
Local engagement with domestic abuse perpetrator programmes	Radcliffe based individuals identified through work of MARAC and active case management to take part in the perpetrator programmes available, including those most prevalent on the Radcliffe Neighbourhood Policing Team profile		Continued awareness raising of perpetrator programmes in Bury and restorative practices to increase referrals		Number of Radcliffe residents through Drive perpetrator programme
Objective 3: Strengthening Community Cohesion					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Tackling Hate Crime	Mapping of Radcliffe based hate crime	Community led programme of	Community led programme of	Community led programme of	Increased % reporting of a

	incidents and community-mapping of reporting centres	activities for Hate Crime Awareness Week including community and youth settings (October and February)	activities for Hate Crime Awareness Week including community and youth settings (October and February)	activities for Hate Crime Awareness Week including community and youth settings (October and February) Civic Hub established as Hate Crime Reporting Centre	decreased volume of hate crime incidents in Radcliffe Increase in the number of Hate Crime Ambassadors in Radcliffe
Furthering social inclusion	Cohesion messaging embedded within Radcliffe Carnival and associated Jubilee activities through linkages to the Creative Case for Inclusion Group	Coffee, cake, collaborate session amongst Radcliffe community and resident groups Migrant related activity building on Radcliffe drop-in with Red Cross	Further Coffee, cake, collaborate session amongst Radcliffe community and resident groups	Community-led Coffee, cake, collaborate session amongst Radcliffe community and resident groups	
Firmer links between faith groups and cohesion	Engagement session with Radcliffe Faith leaders on the People and Communities Plan and firming network connections	Joint cohesion messaging in relation to Diwali-Hanukkah-Christmas period, supported by the Events Safety Advisory Group			
Objective 4: Creating & Maintaining Safe Spaces					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Women and Girls' Safety	Promote Licensing Safety Charter consultation across licensed premises in Radcliffe; and	Promotion campaign of Women and Girls' Safety Plan across communities of interest and	Encouragement of adoption of Safety Charter principles beyond licensed premises, particularly	Promotion of Women and Girl's Safety Plan update through International Women's Day activity	Percentage of Radcliffe licensed premises signed up to Women's Safety Charter

	<p>pending outcome of consultation encourage uptake of the charter</p> <p>Establish a Radcliffe Lean-In Circle following self-defence sessions and International Women's Day discussions including Women of Worth and Corrie Gardeners</p>	<p>experience across Radcliffe, including sessions in each Radcliffe school</p> <p>Specific activity developed for Radcliffe with public service colleagues and community groups to promote the White Ribbon Campaign</p>	<p>across the night-time economy</p>		
Water Safety	<p>Engagement through GM Fire and Rescue with Radcliffe schools on water safety messaging in the summer term, including reference to Radcliffe Canal and Elton Reservoir</p>		<p>Proactive engagement with private land-owners with water courses on their land on water safety measures</p>		
CCTV and Lighting	<p>CSP funded additional CCTV installation on junction of Coronation Road/ Westminster Road, covering the entrance to Red Bank Field</p>	<p>Lighting and safety details in relation to regeneration proposals co-designed with local communities</p>	<p>Joint engagement with Culture and Sport thematic stakeholders on lighting and safety in relation to active travel</p>		
Transport and Highways	<p>Ongoing partnership work with TfGM, GMP and the Council</p>		<p>Consideration of safety implications when designing</p>		

	to increase confidence of safety on the Metrolink at Radcliffe station Multi-agency review of parking and traffic concerns around Cams Lane School		areas around new buildings, particularly the new high school		
Objective 5: Tackling Crime and Anti-Social Behaviour					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Specific Radcliffe focus on GMP/Partnership Operations	Multi-agency day of action in Radcliffe town centre and neighbourhoods as part of Operation Avro Public service collaboration and community engagement through monthly Operation Saturn exercises	Public service collaboration and community engagement through Operation Treacle around Halloween	Rolling programme of GMP Operations delivered in partnership with wider public service colleagues and community leads	GMP led operations with community involvement co-ordinated locally in conjunction with the Civic Hub	Number of warrants issued and arrests through Operations Reduction in crime rate in each Radcliffe Neighbourhood Beat area
Site-specific activity	Seek to secure the Manchester Anti-Violence Bee Monument for engagement in Radcliffe, in particular relating to the Metrolink vicinity including potential for visit to Spring Lane school	Multi-agency focus on sites of greatest ASB and crime records as per August/September Neighbourhood profiles to increase neighbourhood resilience through the 'Problem Oriented Policing' approach	Assess Radcliffe content of CSP Violent Crime Needs Assessment to co-ordinate community engagement and partnership response		

	<p>Engagement with McDonalds and Asda store management (and Asda community champion), alongside CSP colleagues with regards to additional measures to reduce ASB and shoplifting at Riverside Retail Park</p> <p>Engagement with Bury Street Pastors to expand operations in Radcliffe, including increasing visible around the Metrolink station and on the Bury Line, particularly on Sunday evenings</p>				
<p>Develop a partnership menu of tactical options for tackling residential burglary</p>	<p>Routine partnership messaging to promote community safety updates, advice and means by which local people can support neighbourhood resilience.</p>	<p>Develop networking opportunities for Radcliffe based Neighbourhood Watch groups, to share insight, local data and explore additional engagement channels</p>			

		Targeted action on specific streets.			
Focus on youth offending and reducing anti-social behaviour	Continued work with youth services and community group to provide positive activities and deliver engagement through primary schools	Link to preparation for Hate Crime awareness week	Link to preparation for Hate Crime awareness week	Link to preparation for Hate Crime awareness week	Reduction in youth offending
Objective 6: Reduce Reoffending					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Phased, co-ordinated interventions through a key worker model	Active Case Management of persistent ASB offenders, including review of tenancy sustainment approaches for those which are Six Town Housing residents	Focus on probation/prison leavers and pathways into local provision/support			Reduction in re-offending rate
Key stakeholders					
GMP	Neighbourhood Inspector, Neighbourhood Sgt, Neighbourhood Beat Officers, PCSOs, Cadets; Partnership Team				
Community	Ward Councillors; Growing Together Radcliffe; Bury Community Power; Youth Services; Women of Worth; Cams Lane Neighbourhood Watch; Early Break				
Public Services	Six Town Housing Neighbourhood Co-ordinators and Radcliffe TRAs; TfGM; GM Fire and Rescue Service; SafeNet				

Priority		Protecting and enhancing Radcliffe's environment			
Objective 1: Let's reduce fly tipping and improve environmental cleanliness and increase recycling					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Waste Awareness and Recycling Campaign	<p>Employ 2 additional waste and recycling officers fixed term for 2 years funded from the GM waste levy rebate</p> <p>Establish baseline data for recycling</p> <p>Engage with R4GM and design waste awareness and recycling campaign</p> <p>Improve the website and information for households for recycling</p> <p>Refresh the Zero Waste Strategy</p>	<p>Implement roadshows, door to door engagement and leaflets to promote the benefit of recycling in Radcliffe</p> <p>Work closely with schools in Radcliffe to promote and educate children about the benefits of recycling</p> <p>'Right Stuff Right Bin' campaigns</p> <p>Promote Radcliffe recycling champions</p>	<p>Further targeted recycling campaigns in Radcliffe</p> <p>Continue to Monitor progress and recycling performance in Radcliffe</p>	<p>Consolidate all recycling activity and maintain good communications and information</p>	<p>Reduce missed bins in waste management</p> <p>Recycling targets</p>
Removal of and Enforcement of Fly Tipping. Improve street cleaning	<p>Toolkit for community groups to collect fly tipping evidence</p> <p>Delivery of new road sweepers</p>	<p>Re-invest Litter and Fly Tipping enforcement fines back into extending the environmental enforcement service</p>	<p>Continue to encourage community action and self-help project – especially in hot spot areas</p>	<p>Continue to encourage community action and self-help project – especially in hot spot areas</p>	<p>Fly Tipping tonnages</p> <p>Street cleaning standards</p> <p>FPN's for fly tipping</p> <p>Prosecutions for major fly tipping</p>

	<p>Additional weekend removal of fly tipping in targeted areas</p> <p>Replace worn out litter bins where resources permit</p> <p>Draft exit plan for follow up work after the Community Clean Ups</p>	<p>Continue with clean ups and enforcement in targeted areas</p> <ul style="list-style-type: none"> • Coronation Estate • Victoria Estate/Ulundi St • Eton Hill Rd / Holland St <p>Work with Housing associations such as Six Town Housing to improve the local environment and raise awareness with residents</p> <p>Review street cleaning rounds</p>			
Targeted Community Litter Picking and Community Clean up Days	<p>Prepare plans for 3 community led clean up days by volunteers and residents in target areas of Radcliffe. Community Grants available.</p> <p>Draft localised comms for clean-up – Lets Keep Radcliffe clean</p>	<p>Continue to implement clean-up days and monitor public realm standards</p> <p>Support Litter-Picking groups with the provision of PPE, training, bags and removal of bagged waste after litter picking events</p>	<p>Continue to seek external funding and small grants that will support environmental volunteer groups and identify further suitable targeted projects</p>	<p>Continue to support and empower the voluntary sector including litter and gardening groups</p>	<p>Increase community action days</p> <p>External grants for volunteer groups and projects</p>
CCTV in Fly Tipping Hot Spots	<p>Review existing fly tipping hot spots and locations of any</p>	<p>Rotate CCTV cameras as required and promote</p>	<p>Annual review of hot spots and CCTV</p>	<p>Continue to reduce fly tipping hot spots and utilise CCTV</p>	<p>Reduction in Fly Tipping incidents and tonnage</p>

	temporary CCTV cameras Encourage more residents to report fly tipping incidents	awareness of CCTV coverage	locations for fly tipping	withing available resources	
Objective 2: Let's - Improve our local parks and play areas and provide well maintained open spaces					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Parks Improvement Strategy and Green Flay Awards	Develop detailed improvement plans for improving Close Park and Bolton Road Park and procurement of works as required Submit applications for Green Flag and refresh park management plans Completion of parks tennis courts improvements (surfacing and nets) Support Close Park with the football club with changing rooms development Ongoing annual programme to treat	Parks improvement works on site Works includes infrastructure improvements, landscaping, parks furniture Support Close Park Football with bids for additional funding as required for changing rooms	Final completion of parks works from 22/23 Close Park changing rooms improvements Develop Green Flag Standard for Radcliffe Cemetery	Coronation Park Improvement scheme Green flag for Radcliffe Cemetery	Green Flag award for Close Park and Bolton Road Park Grounds maintenance standards Tennis activities and income Reduction in invasive weeds

	invasive weeds such as Giant Hogweed and JKW on Council owned land in Radcliffe including the town centre, main parks and other green spaces				
Play Area Strategy and new Radcliffe Town Centre Play Area	<p>Prepare designs and tenders for play area improvements at Coronation Park and Bolton Road Park (Close Park PA is completed)</p> <p>Prepare outline design for new play area at Riverside gardens</p>	<p>Implement play area works at Coronation Park and Bn Road Parks and develop designs and tenders for Bright Street PA (subject to funding)</p> <p>Develop funding package for Riverside Play Area</p> <p>Improve ball zone in Bn Rd Park</p>	<p>Review 23/24 play strategy and submit bids for funding</p> <p>Implement new play area Riverside Gardens and improve Bright Street PA</p>	<p>Review 23/24 play strategy and submit bids for funding</p>	<p>Maximise use of Section 106 funding to support play provision</p> <p>ROSPA play area standards</p> <p>Planned programme of inspections</p>
Springwater Park Floods Improvement Works	<p>Continue to monitor land movement (if any), communication with affected residents and friends group.</p> <p>Completion of EA Springwater residual works</p> <p>Continue to pursue Government Funding</p>	<p>Develop detailed design and tenders of the highest priority works on a risk management basis.</p> <p>Keep residents, and other affected properties informed as well as the Friends Group</p>	<p>Implement Phased works on highest risk areas. Works adjacent to the river in summer when water levels are at their lowest</p>	<p>Continue to monitor Springwater Park and facilitate further works as required including funding bids</p>	<p>Completion of EA works</p> <p>Continued monitoring of any land movement</p>

	<p>for Springwater flood works</p> <p>Develop detailed schemes based on surveys and evidence collected so far and 3-year programme of works</p>				
Tree Planting in Open Spaces	<p>Work in partnership with City of Trees to develop tree planting schemes in Radcliffe</p> <p>Implement new tree planting at targeted sites</p>	<p>Continue to identify suitable sites for tree planting</p> <p>Continue to work with City of Trees, schools and volunteers on tree planting projects</p>	Continue to investigate funding for tree planting	Continue to investigate funding for tree planting	New trees planted in Radcliffe
<p>New 3G all-weather pitch and changing at Redbank PF.</p> <p>Promote grass pitch improvements at all sites with the County FA</p>	<p>Develop detailed business plan with Radcliffe Football Foundation</p> <p>Submit planning application for the 3G pitch and changing rooms</p> <p>Consultation with local residents and stakeholders</p> <p>Submit Grant application to the FF</p>	<p>Award of Grant subject to successful bid to the FF</p> <p>Continue to work with Radcliffe Football Foundation to develop the business and football development plan and wellness projects</p> <p>Implement grass playing pitch improvement where grants are awarded</p>	<p>Final on-site completion of the 3G pitch, changing and grass pitches at Redbank PF</p> <p>Establish 3G steering group and maintenance regimes</p>	Monitor 3G and playing pitch performance and funding	<p>Grass playing pitches improved</p> <p>Successful completion of the Redbank PF development project</p>

	Work with Radcliffe Football Clubs regarding pitch improvement grants				
Objective 3: Let's – Develop and empower our communities and volunteers to make Radcliffe cleaner and greener					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Local Grants to Support Community and Volunteer Environmental Groups	Health improvement grants awarded to Radcliffe Litter Pickers (Safe Haven garden) and to Corrie Gardeners (Expansion of Community Garden) Award available small (up to £1000) grants to environmental volunteer groups	Continue to implement grant funded environmental improvements schemes Continue to support voluntary groups to secure external funded projects	Continue to develop and support new litter picking and environmental groups	Continue to develop and support new litter picking and environmental groups	Case studies of successful community led projects
Empower Environmental Volunteers to collect Fly Tipping Evidence to support Enforcement	Toolkit for community groups to collect fly tipping evidence	Liaise with Local Community action groups to improve evidence gathering to support enforcement Work with any volunteers who have collected evidence to produce witness statement that will be	Continue to develop and support volunteers in gathering evidence Constantly monitor the tool kit and make any necessary improvements or additions	Continue to develop and support volunteers in gathering evidence Constantly monitor the tool kit and make any necessary improvements or additions	Case studies of successful community lead projects that result in enforcement Number of FPN issues from evidence gathered from Environmental Volunteers

		used in any ongoing enforcement action Work with volunteers to ensure they are able to attend courts to act as a witness in prosecution of littering and fly tipping cases			Number of successful prosecutions resulting from evidence gathered by environmental volunteers
Enable and Empower local Environmental, litter picking and gardening groups	Support local volunteer groups through new 12 month position of volunteer coordinator withing wellness Service Provide support with litter pickers, PPE, training, removal of bagged waste and obtaining external funding where possible	Provide support where possible for Little Britain Anglers in their quest to improve the environment of the canal in Radcliffe including support for the Canal Boat Floral Feature Support volunteers in connection with Chapel Field LNR	Look at ways to expand existing groups as well as enable new community groups not currently covered by volunteers	Continue to support and grow environmental volunteering across Radcliffe	Number of registers volunteers or volunteer groups
Objective 4: Let's - Improve the quality and safety of our roads and public realm					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Highway Improvement Strategy – HIS2 and HIS3	The planned surface treatment works for 22/23 will be less in Radcliffe as 55% of the 21/22 programme was in Radcliffe. The 22/23 surface treatment includes	Completion of 22/23 planned surface treatment and resurfacing contracts started in Q1 & Q2	Implement 23/24 programme of resurfacing and plan the 24/25 programme Approval of 24/25 surface treatment programme	Implement 24/25 programme of resurfacing and surface treatment as well as plan and approve the 25/26 programme	Area of road surface treatments completed Roads resurfaced Potholes repaired

	<ul style="list-style-type: none"> • Pilkington Road (Full length) • Red Bank Road (Full length) • Turks Road (Countess Lane to Freshfields) • Turks Road (Eastfields to Ainsworth Road) • Unsworth Street (Full length) <p>HIS2 resurfacing schemes for 22/23</p> <ul style="list-style-type: none"> • Cross Lane, Radcliffe • Pilkington Way & New Road, Radcliffe • Bolton Road, Radcliffe • James Street North, Radcliffe <p>Prepare 3 year resurfacing plan for HIS3</p>	<p>Approval of 23/24 surface treatment programme</p> <p>Approval and advance design of HIS3 resurfacing programme</p>	Year 1 of HIS 3 resurfacing	Year 2 of HIS 3 resurfacing	
Street Lighting Improvement and LED investment programme	Street Lighting Column replacement programme for Radcliffe in 2022/23 is as follows:	Completion of 22/23 column replacement started in Q1 & Q2 and planning for 23/24	Implement 23/24 programme of column replacements and planning for 24/25	Implement 24/25 programme of column replacements and planning for 25/26	Completion of programmed column replacements
Roads Safety Schemes					

	<ul style="list-style-type: none"> • Kearsley Road, Radcliffe • Withins Lane, Radcliffe • Lowe Street, Radcliffe • Salisbury Road, Radcliff • Outwood Road, Radcliffe 				
Road Safety Schemes	<p>Road safety Schemes planned for 22/23</p> <ul style="list-style-type: none"> • Ainsworth Village Road Safety improvements • Barlow Street Area 20mph Zone • Darbyshire Street 20mph speed limit area • Greenbank Road 20mph speed limit area • A665 Radcliffe Moor Road – road safety scheme • A665 Radcliffe New Road – Vehicular Activated Safety sign 	<p>Completion of 22/23 road safety schemes started in Q1 & Q2</p> <p>Establish road safety programme for 23/24 (subject to available funding)</p>	<p>Implement 23/24 road safety programme and planning for 24/25 (subject to available funding)</p>	<p>Implement 23/24 road safety programme subject to available funding</p>	<p>Improved road safety</p>

	<ul style="list-style-type: none"> • Grindsbrook Road – Additional 20 repeaters • Turks Road area – Additional 20 repeaters 				
Improve Quality of Public Realm and upgrade of all Public area CCTV from Analogue to IP	Engineers and Streetscene Services to be involved in the planning and design of quality public realm space associated with the new Radcliffe Hub	<p>Ensure new public realm designs has adequate funding for longer term maintenance of any new public realm spaces</p> <p>Work with volunteer groups to maintain existing public realm and gardens/planted areas</p> <p>CCTV cameras to be upgraded in accordance with the GM1 Full Fibre Roll Out. (PN) Completion expected.</p>	Oversee Radcliffe Hub public realm works working with consultants or contractors	Handover of new public realm spaces to Engineers and Streetscene	Engagement with volunteers
Objective 5: Let's Involve local people in our Carbon Management Plans and improve local air quality					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Increase community engagement in climate action	Establish a community led Environmental Forum for Bury West that	Representatives from the Forum to attend the Climate Action Board to help	Increase attendance and engagement with the Forum, which in		Environmental Forum established.

	has representation from Radcliffe residents.	influence climate action in Bury at the strategic level.	turn increases local climate action.		
Increase number of publicly available Electric Vehicle Charging Points (EVCI)	Appoint a supplier to install EVCI in locations identified in Radcliffe.	Install EVCI at these locations.	Identify more suitable EVCI locations alongside regeneration.	Install more EVCI.	Number of publicly available electric vehicle charging points in Radcliffe.
Decrease in carbon emissions from Council buildings	Support new Council buildings installed as part of the regeneration plans to be carbon zero. Transformation project to rationalise the council estate which will include an assessment what Council buildings are situated in Radcliffe and which will remain in the long term plan.	Produce Heat Decarbonisation Plans (HDPs) for Council Buildings outlining what is required to retrofit existing buildings in Radcliffe that will be retained in future to net-zero.	Use funding/'invest to save' models to carry out works identified in HDPs as funding is available.	Use funding/'invest to save' models to carry out works identified in HDPs as funding is available.	Emissions produced from council buildings.
Increase in number of homes retrofitted for better energy efficiency standards	Support GMCA's retrofit accelerator project. Support Six Town Housing's social housing decarbonisation projects.	Use communications to promote the retrofit accelerator project in Radcliffe and how this can help homeowners.			Number of privately owned properties carrying out retrofit projects. Number of social housing properties that have been decarbonised.

Increase Renewable Energy Generation	The Local Area Energy Plan demonstrates that there are suitable areas for Solar Energy Generation in neighbourhoods in Radcliffe	Target the specific areas to encourage retrofitting (as funding becomes available).	Continue to work with the regeneration team to incorporate renewable energy generation into plans		Amount of renewable energy generated within the local area.
Air Quality	<p>GM to review Clean Air Plan and present new proposal to government – further actions can be added to this plan following development</p> <p>Work with local schools to highlight air quality issues and encourage action in a proactive manner.</p> <p>New Electric Vehicle Charging infrastructure to be installed at Bradley fold to support fleet upgrades which in turn will benefit Radcliff</p>	<p>Continue to develop the active travel and public transport networks to reduce reliance upon cars.</p> <p>Delivery of 13 electric vans for the Council which in turn will benefit Radcliff</p>	Promote the low-traffic neighbourhood model and encourage their incorporation across Radcliffe's neighbourhoods.		Air quality in the local area (Specific measurements taken from monitoring sites)
Key stakeholders					
Environmental Cleanliness and Recycling	Recycle for Greater Manchester; GMCA Waste Management; Operations Waste Management; Environmental Health; Local Litter Picking Groups; STH				
Parks, Play Areas and Green Spaces	Local Football Clubs and Bowling Clubs; Self-Managed Allotment Sites; Football Foundation; Sport England; County Football Association; ROSPA; Local Parks Friends Groups; Growing Radcliffe				

	Together; Little Britain Anglers; Radcliffe Litter Pickers; Friends of Springwater Park; Environment Agency; Green Flag Award; Leisure Services; Lawn Tennis Association; City of Trees; Radcliffe Football Foundation
Communities and Volunteers	VCFA; Radcliffe Litter Pickers, Growing Radcliffe Together, Little Britain Anglers, Parks Friends Groups, Friends of Springwater Park;
Roads and Public Realm	Department for Transport; Transport for Greater Manchester; Street Scene Service; Street Lighting; Road Safety Team; Engineers Team;
Carbon Management and Air Quality	Greater Manchester Combined Authority; Transport for Greater Manchester; Climate Action Board; Bury West Environmental Forum; Environmental Protection

Priority			Health & Care		
Objective 1: Develop and deliver Neighbourhood health plan and care and associated plans					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Develop and implement Radcliffe Health and Care Plan	<p>Engagement with Neighbourhood health and care stakeholders</p> <p>Confirm borough level priority – the proposal is that the population health improvement priority will be prevention of coronary heart disease with a neighbourhood focus in Radcliffe on Adverse Childhood Experiences</p> <p>Development of detailed delivery plans, including metrics and measurement plan</p>	<p>Delivery of the plan against the key health outcomes for Radcliffe</p> <p>Monitoring and reporting to allow for interim evaluation</p> <p>Refresh of Neighbourhood Health and Care plans for 2023/24</p>	Refreshed planning cycle	Refreshed planning cycle	To be determined through Health and Care Plan
Coronary Heart Disease Prevention	Development and agreement of GP practice contribution to plan and KPIs for inclusion in Locally Commissioned Services Framework	<p>Delivery of targeted activity in Radcliffe</p> <p>Monitoring and reporting to allow for interim evaluation</p>			

	<p>Identification of baseline data at Neighbourhood and practice level and agreement of measurement plan</p> <p>Develop plan for and commence delivery of Neighbourhood level activities to support CHD prevention</p>	<p>Refresh of Neighbourhood Health and Care plans for 2023/24 (</p>			
<p>Neighbourhood priority of Adverse Childhood Experiences (ACE) and trauma informed practice</p>	<p>Stakeholder engagement through health and care neighbourhood meeting</p> <p>Brief training needs analysis</p> <p>Development of training offer</p>	<p>Roll out of training</p> <p>Identification of learning from 'trauma informed GP practice work in Greater Manchester</p> <p>Establishment of Community of Practice</p>			
<p>Develop supplementary health improvement plans with a local focus on primary prevention and wider determinants</p>	<p>Develop a discrete supplementary plan which outlines current health improvement activities and priorities to be worked on from a</p>	<p>Review Health Improvement Funded projects to assess impact</p> <p>Engagement with Move More Pilot in Radcliffe as per Sport priority</p>	<p>Table update at Health and Wellbeing Board to demonstrate learning and future actions</p>		

	primary prevention perspective	Review progress against Health Improvement Plan			
Anticipatory Care	Development of plans for implementation of Anticipatory Care within the Radcliffe neighbourhood, aligned to Primary Care Network, the GM ICS plan and local priorities.	Commence implementation of Anticipatory Care model Promotion of the model to community leads to raise awareness and opportunities to engage further			
Objective 2: Strengthen and develop the workforce					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Recruitment to existing health and care vacancies	Implementation of next phase of existing programme to build workforce capacity and address existing vacancies in health and care workforce across public services and independent care sector: Programme 1 - entry level and experience care roles [support workers, HCAs]	Programme 2 – qualified social work and nursing roles Programme 3 – qualified therapy and mental health roles	Promotion of health and care careers options within Radcliffe Works offer		KPIs developed to measure a range of indicators for recruitment process steps, quality of experience for applicants/managers and fill rates.

Improving staff wellbeing	<p>Pilot roll out of wellbeing conversations</p> <p>Evaluation and consideration of roll out plan priorities for Health and Care teams</p>	<p>Implementation of the plan with integrated Neighbourhood team (including training for managers, awareness raising for staff)</p>	Ongoing delivery		<p>Level of utilisation of tools</p> <p>Staff feedback on interventions delivered</p>
New ways of working with people and communities	<p>Development of system wide training portal including testing and launch</p> <p>Commencement of roll-out of Strengths Based Training to staff who did not receive the training in wave 1</p>	<p>Extension of Strengths Based training to new staff groups working at Neighbourhood level</p> <p>Evaluation of Strengths Based Training input</p> <p>Decision on whether to progress roll-out of Ethnographic training (funding dependent)</p>	<p>If funded, roll out of ethnographic training to identified staff working at neighbourhood level</p> <p>Training needs analysis for Neighbourhood health and care workforce</p> <p>Development of integrated workforce development plan</p>	Continued implementation of integrated workforce development plan (<p>Level of training uptake</p> <p>Training evaluation</p>
Development of Neighbourhood Health and Care Leadership Teams	<p>Identification of Team members / representatives</p> <p>Agreement of scope, function and roles and responsibilities</p>	<p>Commence delivery of programme</p> <p>Completion / evaluation of OD / leadership development</p>	<p>Leadership Teams to routinely meet and deliver to set and deliver against local priorities in conjunction with partners and communities</p>		<p>Evaluation of programme with participants</p> <p>Evidence of application of theory in practice</p>

	Leadership Team formation support and development of OD / leadership development plan Commission delivery of OD / leadership development				
Primary Care Network Additional Roles Reimbursement scheme [ARRS]	New Mental Health Practitioners commence in post in Radcliffe Induction and orientation of Radcliffe based MHP Establishment of referral pathways and operating model	Decision on approach to next wave of ARRS Mental Health Practitioner recruitment e.g. post type required in each Neighbourhood Further work on alignment of new ARRS roles with Neighbourhood Health and Care model			Number of new health & care posts in Neighbourhoods
<i>Objective 3: Deliver high quality targeted interventions and case co-ordination to individuals with multiple health and care needs through an MDT approach</i>					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Active Case Management	Complete ripple effect mapping appraisal to better understand enablers and impact of multi-disciplinary approach in the	Evaluation of impact of Radcliffe case management to date, identifying impact to date, community connections to harness further; opportunities to			

	Neighbourhoods and share learning Develop options for further priority cohort identification for active case management	deepen links with broader neighbourhood model			
Quality Improvement (West INT Lead)	Review Bury West self-assessment Develop Bury West INT quality improvement plan Commence delivery of improvement plan	Delivery of improvement plan Self-assessment	Annual self-assessment and QI cycle	Annual self-assessment and QI cycle	Improvement in Quality Framework self-assessment scores
Evaluation of individual impact from Active Case Management	Deliver test of change to assess viability of different outcome measurement tools Agree preferred tool(s) for adoption and Standard Operating Procedure	Deployment of outcome measurement tool			Evidence of improved outcomes following ACM intervention
Objective 4: Ensure effective joined up working with the wider Neighbourhood infrastructure					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Alignment with Improving Adult Lives and Children & Families Early Help	Work with partners to define respective roles, remits and referral pathways	Ongoing review and development through the Bury Public Service Reform Steering Group			

	Define in Standard Operating Procedures where required				
	Agree governance and reporting arrangements				
Objective 5: Develop the capacity and capability to support community involvement and co-production					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Delivery of the programme funded by GM Workforce Collaborative	Finalise delivery priorities and plan across the programme elements inc: <ul style="list-style-type: none"> - Community engagement - Reverse mentoring for health and care leaders - Creation of spaces to build connections and relationships between communities and public services - Development of community collaboratives 	Programme delivery Determine community involvement in shaping 2023/24 Radcliffe Health and Care Plan	Evaluation and Learning event(s) of Workforce Collaborative		
Key stakeholders					
Public health; Radcliffe Health and Care Integrated Neighbourhood Team (INT); Radcliffe GP practices; Tower and Bury PCNs; Northern Care Alliance Community Health; Pennine Care Foundation Trust; Bury Voluntary and Community Faith Alliance; Healthwatch Bury; Beacon					

Service; Live Well Service; Radcliffe Community Hub; Radcliffe Primary Care Centre; projects which received Health Improvement Funding and are part of the Move More Pilot

Priority		Education			
Objective 1: Improved Early Years Development					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Work with early years providers and community groups in target neighbourhoods to improve school readiness	Engage with early years providers and networks through Radcliffe Early Years Hub to ensure sufficiency of high-quality early years provision Targeted activity through Early Help team to promote Healthy Start voucher uptake in Radcliffe	Develop proposals for how national Family Hub model can be applied to Radcliffe			
Objective 2: Improved educational attainment for all our young people					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Improve education outcomes at all Key Stages	Deliver Recovery of Learning Plan against timelines including focus on sharing practice, effective transition and those disadvantaged by the pandemic by June 2022 Evaluate & re-broker support plans for Radcliffe schools	Review and refresh the recovery of learning plan based on summer outcomes/ intelligence by September 2022 Quality assurance of school performance through analysis of outcomes including attendance assurance visits to			

	<p>judged less than good by June 2022</p> <p>Deliver statutory moderation in primary schools to assure and share effective practice by June 2022</p> <p>Sharing of learning event from NW1 Maths Hub Y5 – Y8 continuity project by June 2022</p> <p>Bury Ready Together (PVI/ schools) share practice on the new EYFS framework by July 2022</p> <p>Evaluate the effectiveness of the self-improving school led system leading to refreshed co-produced Bury Toolkit by July 2022</p> <p>Review Quality Assurance processes for 2022/23</p>	<p>re-categorise schools for support by October 2022</p> <p>Share strategic priorities with all stakeholders through system by October 2022</p> <p>Support plans for Category 3 & 4 schools, signposting, brokerage and commissioning by November 2022</p> <p>Deliver targeted support and intervention in line with information from quality assurance & cross-service intelligence by January 2023</p>			
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	academic year by August 2022				
Improving attendance	Targeted approach on tackling persistent absence from schools through the 'Team Around the School'/ 'Team Around the Family approach'	Further identification of families with complex lives or at risk of crisis as extension of 'Team Around' approach through Radcliffe Public Service Leadership Team and front line practitioner network			
Objective 3: High Performing Schools and education ecosystem					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Develop assurance systems and processes	QA universal entitlement developed Quality Standards and Performance Team aligned with Radcliffe locality Revised Health check/ Developmental Reviews developed through system leaders, with a specific focus on Radcliffe	QA visits complete and reports submitted Support plans based on principles of school-to-school support agreed			

<p>Facilitate collaborative working to strengthen the self-improving school led system through:</p>	<p>Restart Phase 2 of Schools Partnership Programme (SPP) working with Education Development Trust</p> <p>Review two programmes with Research School Network and refresh offer for 22/23 academic year</p>	<p>Support the Year 5-8 maths continuity project, including sharing learning event</p>			
<p>Engagement with Multi Academy Trusts to develop strong and sustainable leadership and governance across Radcliffe schools</p>	<p>Active involvement of school leaders and MATs in relationships with Radcliffe businesses – aligned to skills priority</p> <p>Active involvement to inform and deliver new skills strategy and pathways to further and higher education.</p>	<p>Pupil place planning, forecasting impact on supply and capacity, including in relation to new SRF housing</p> <p>Promoting the opportunities of the Northern Gateway, to build optimism, ambition and pathways for young people in Radcliffe schools</p>			
<p>Work with Star Academy and other school leaders/governors/CEO's to develop a comprehensive and</p>	<p>Brokering relationships between Star Academy and Radcliffe primary schools; focus on</p>	<p>Development of alternative admission arrangements and consultation on any proposed changes to</p>	<p>Implementation of new admission arrangements – September 2024</p>		

integrated educational offer for all CYP attending Radcliffe schools	transitions as KS2/KS3 curriculum	secondary school admissions			
Objective 4: Educational opportunities for all					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Education as component of broader skills strategy	<p>Co-produce skills strategy with stakeholders aligned with Council priorities/ GM landscape and Levelling Up</p> <p>Use #BeeWell survey outcomes and Circles of Influence to ask, listen to and respond to youth voice</p> <p>Provision map the planned further development of technical qualifications and progression pathways</p>	Target internships/ apprenticeships including for communities of interest, e.g. SEND & care leavers, within Radcliffe			
Key stakeholders					
School Leaders; Governing Bodies; Multi Academy Trusts; Diocesan Authorities; Regional Schools Commissioner; Parents; current and prospective pupils; Children's Strategic Partnership Board; Early Years and School Readiness sub-group; Youth Cabinet					

Priority		Skills and Employability			
Objective 1: Young people leave education and training ready to succeed in the labour market with a balance of academic, technical and 'life ready' skills					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Awareness raising of funded skills and employability support through engagement activity with parents, teaching professions and learners to plant seeds of jobs for the future	<p>Select and approach a Radcliffe Primary school in partnership with Childrens and Young People to deliver a parent/carer, teaching professionals and learner workshop</p> <p>Identify established community enabler to host further drop-in activity</p> <p>Development of an Interactive session bringing together Labour Market Information; Adult Skills Support (AEB); digital support; employability Support and business start-up information</p>	<p>Delivery of interactive skills and opportunity session in education and community based settings</p> <p>Evaluation to inform repeat session across different settings and inform of gaps in knowledge/provision</p> <p>Develop programme of technical and life skills provider marketplace sessions to regularly promote offer</p> <p>Opportunities to be included in reference to the Northern Gateway site to raise awareness of opportunities this site will present to the people of Radcliffe and future career options</p>	<p>Based on previous sessions, deliver of enhanced place-based profiling and market place of opportunities with a specific focus on addressing barrier and gaps raised in previous sessions</p> <p>Develop spaces for young people to access training and skill development support within new Civic Hub and Enterprise campus</p>	<p>Provision of life skills and opportunity support via Hub and Enterprise Centre campus</p>	<p>Increase uptake and referrals to provision</p> <p>Increased uptake and referral to AEB provision</p> <p>Reduction in NEET population</p> <p>Reduction in youth unemployment</p>

<p>Deep dive engagement with Young People</p>	<p>Engagement with Children's Strategic Partnership Board to maximise co-design opportunities for skills and employment development</p>	<p>Youth Cabinet Circles of Influence session on skills and opportunity, specifically focusing on Radcliffe</p> <p>Specific outreach to Friday Night Youth Club at ROC Centre to work with young people on the nature and topic of skills and employability support they would like to engage with the club.</p>	<p>Exploration of community mentor scheme, outlining pathways and opportunities local people have succeeded through and reference points for advice and guidance</p>	<p>Develop mentoring programme to include peer-support element</p> <p>Showcase of Enterprise Centre to young people to promote opportunities on their doorstep and inspire entrepreneurialism</p>	<p>Number of skills and opportunity mentors</p>
<p>Review Offer to Schools Menu</p>	<p>Refresh Offer to Schools Menu on economic development and skills related support in the context of the SRF and Levelling Up Opportunities</p> <p>Engage with Barclays as part of Thriving Local Economies pilot to ensure reach into Radcliffe settings and communities</p>	<p>Specific engagement with schools in Radcliffe and on border of the town, to promote offer in context of Levelling Up and SRF opportunities</p> <p>Deliver National Careers Service sessions in conjunction with anchor community organisations, including Radcliffe FC and Outreach Centre</p>	<p>Review Offer to School Menu in light of Enterprise Centre developments and opportunities to link young people to this emerging facility</p>		<p>Education setting uptake of Offer menu.</p>

Objective 2: Radcliffe adults can acquire the skills, mindset and support they need to fulfil their career potential					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Radcliffe Works Employment, Health and Skills Fair	Co-design of an employer-led partnership event to take place in Radcliffe with live vacancies, skills provision and guidance on wrap around support Engagement with Growth Hub to develop and promote the fair to ensure regional support	Delivery of inaugural Radcliffe Works Employment Health and Skills Fair following significant local promotion in education, employment and community settings; including referrals via social prescribing and Job Centre Plus	Evaluate and repeat, with follow on event focus dependent upon outcomes which will be measured in onward referrals/raised awareness/job outcome	Radcliffe Works fair within new Civic Hub/Enterprise Centre campus	Attendees and positive outcomes from Employment, Health and Skills Fair (vacancies met; scheme enrolment)
Review of Adult Learning provision in Radcliffe	Audit of current learner volumes and demographics in relation to Radcliffe residents Identification of gaps of communities (hyper-local geographic settings and communities of interest) which have previously not-engaged, or engaged less, with Adult Learning provision	Strengths-based discussions with current Adult Learning providers and learners accessing provision from Radcliffe as to what works well and existing barriers to access Identification of additional/alternative course provision and develop proposals as to funding and	Repeat audit activity to track impact of interventions	Opportunities for Adult Learning provision to be accessed via the Civic Hub site	Adult Skills levels (Reduction in individuals with no qualifications; increase in number of people with NVQ Level 3+)

		Radcliffe based location for such provision			
Work in partnership with construction partners to achieve social value commitments	Support by sharing information and targeted outcomes for Radcliffe communities including taster sessions, raising awareness of the sector as a source of good employment Construction and related sector Bootcamp activity to raise awareness of skills progression and new career pathways	Delivery of a series of 'Have a Go Events' - sector specific events to demonstrate the wide variety of skills and job opportunity and pathways to the sector. Hosted by a local employer and co-sponsored by construction partner	Co-delivery of further 'Have a Go' activities including phased opportunities for those furthest from employment to work-ready, and on growth sector roles as per insight from the Growth Hub		Construction partner achieves social value commitment and other added value activity. Model established to take to other areas and sectors.
Promotion of GM Good Employment Charter	Promotion and support for local organisations across the public, private and voluntary sector to become a GM Good Employment Charter Member, promoting good jobs that pay well	Engagement with Radcliffe's largest employers to review progress towards the Charter, including support via Growth Hub to take steps towards achieving this	Showcase to celebrate those organisations which have achieved Member status to promote opportunities within these and encourage other organisations to meet these standards		Number of Radcliffe employers a Member/ Supporter of the Good Employment Charter

Steps to Success	Refreshed promotion of the Steps to Success offer by Six Town Housing to their residents in the context of the GM Housing Provider Pledge	Collaboration between Six Town Housing and Beacon Service to provide tailored support including access into funded support through Restart and Working Well through a key-worker style approach	Review of GM Housing Provide Pledge commitments by Six Town Housing and wider housing providers in Radcliffe		Number of STH residents into training and employment
Objective 3: Employers have access to a local workforce with skills required to allow high productivity, good quality work and excellent employment practices					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Development of Radcliffe Work and Skills ecosystem including the development of a Radcliffe Enterprise Centre	Proactive engagement with Radcliffe businesses to best understand existing and upcoming pressures, particularly in relation to workforce supply (quantum and capabilities) Above engagement to inform development of Offer to Schools Menu and Radcliffe Works fair	Further development of Radcliffe Works branding and structures to between connect local people to employment and career opportunities Further opportunities sought for employers to inform skills development and implementation provision in Radcliffe Target Community Wealth Building activities of pathways into employment, such as Kickstart, apprenticeships and	Ensure Radcliffe's contribution to, and benefit from, Greater Manchester Innovation Accelerator pilot as a cluster of 4th Industrial Revolution Foundries Determine opportunities for Bury's communities of the Multiply Scheme which targets disparities in numeracy levels with investment in courses for adults		Radcliffe employment rate

		T-levels, in particular reaching individuals currently furthest from employment			
Objective 4: Residents are supported by a welfare that provides access to good work for those who can, support for those who could and care for those who can't					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Tailor and target local support, including welfare support	<p>Build on local success of Working Well to further target and promote in-work progression offer, including through the Health and Disability Green Paper</p> <p>Promotion of work of Ingenus; Restart and Job Entry Targeted Support to Growing Together Radcliffe and with Radcliffe Public Service Leadership Team, including support relating to the cost-of-living crisis</p> <p>Provision of employment and training opportunities as part of wrap-around resilience support alongside targeted Household</p>	<p>Further roll out of Working Wardrobe scheme in Radcliffe</p> <p>Citizens Advice Bureau drop-in sessions within Radcliffe locality to promote welfare entitlement, in conjunction with DWP and work coaches on employment related support</p>	<p>Determination of welfare and employment support opportunities through new venues within Radcliffe town centre including Civic Hub and Enterprise Centre</p>		UC claimant figures for Radcliffe

	Support Fund payments				
Key stakeholders					
Bury Employment, Health and Skills Task Group; Digital Inclusion Group; Bury Adult Learning; Adult Education Budget (AEB) Providers; DWP; Housing Providers; Radcliffe Community Groups; Vinci; Employability Providers; Ingeus; Trinity Foodbank					

Priority		Closing the Digital Divide			
Objective 1: Raise local branding and raise awareness of digital activity in Radcliffe					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Develop the Radcliffe Works – Digital for All brand	<p>Community engagement via partners and Community Hub Managers to signpost to a single point of contact for digital related information and support</p> <p>Develop dedicated platform on The Bury Directory and partner websites/platforms</p> <p>Develop partner sharing protocol to ensure provision access and knowledge of provision is up to date and disseminate accordingly</p>	Apply best practice from GM Digital workstream to opportunities and communities in Radcliffe	Digital marketing and signposting embedded in Radcliffe community to increase footfall to crease footfall to dedicated platform	Promotion of Radcliffe Works within infrastructure of Civic Hub, library and enterprise centre	Increased uptake of Radcliffe Works tool
Support residents of Radcliffe to access one to one support to address their digital skills needs	Drop-in sessions and signposted to Adult Education including through Bury Adult Learning, Learn My Way and iDEA provision.	Co-delivery of drop-in sessions to be set up and delivered at Trinity Baptist (in conjunction with Six Town Housing) and New Life Church	Review nature of support required by Radcliffe residents and demographics of those accessing support to review opportunities to address any gaps in access in terms of		Residents able to access swift solutions to initial ICT problems and engage in discussions around progression opportunities

	Targeted promotion of access provision through Radcliffe Public Service Leadership Team and community groups		topic of support or particular communities of interest which would benefit from further tailored support		
Co-design online basic tutorials that can be accessed at any time and hosted on free to access sites, including YouTube/partner sites	Engagement with community groups on known gaps and areas of local interest to address initial tutorials on Set up working group to design and film tutorials, led by individuals from Radcliffe	Promotion of initial tutorials, including how community and public service colleagues can support individuals to use these tutorials, such as through the Staying Well Team, social prescribers, community groups and faith networks. Work with Inclusion Group partners for translated versions	Develop further tutorials across the themes of the People and Community Plan, including accessing training opportunities; Universal Credit and welfare information; accessing public health support and connectivity to local groups through the Bury Directory		Measure viewing activity and feedback Usage numbers for new/improved facilities
Objective 2: Increase activity to reduce access to digital kit as a barrier					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Digital Loan and technological availability	Widen digital loan scheme in Radcliffe Explore linkages with the Digital Poverty Alliance including Tech4Families and Tech4PrisonLeavers campaigns	Engage with community groups to facilitate drop-in skills sessions leading to enhanced digital skills training via local funded provision	Review the Radcliffe offer in light of the Good Things Foundation approach of Affordable Internet	Library and enterprise centre as hub for 'internet of things' facilities that can be hired, including scope for satellite sites within hyper-local neighbourhoods	Improvements in digital access and literacy (including evaluation of courses)

Provide formal non accredited ICT learning opportunities within Radcliffe Library and other community settings	Structured 6 week courses to develop a range of essential digital skills with opportunity to progress into further accredited learning via Bury Adult Learning	Rolling programme of 6 week courses Determination of further digital opportunities that are specifically requested by the people of Radcliffe	Exploration of digital access provision within Radcliffe's social infrastructure, including Levelling Up buildings and community settings	Delivery of ICT access and support via Civic Hub	Potential to progress onto further funded provision
Objective 3: Develop intergenerational digital activities					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Intergenerational activity <ul style="list-style-type: none"> • Partnership project: • Community groups • Schools (targeting parents) • Welfare to Work Programmes 	Engage with young people, and the borough's Older People Network to develop partnership activity to develop knowledge, skill and experience transfers between different generations.	Work across partners to recruit appropriate volunteers. Volunteers will be funded to develop basic digital teaching qualification and become Digital Champions to build upon the Barclays Digital Eagles campaign	Celebrate activities to date and promotion of Champions network to encourage further participants, with a focus across all protected characteristics		Increased digital skills in 50+ Reduction in social isolation Increased access rates of self-service participation (banking, shopping, interactions with friends and family)
Objective 4: Ensure Radcliffe benefits from the GM Full Fibre Network rollout					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Link the GM Full Fibre Network into the SRF and Levelling Up Proposals	Reinforcement with GMCA of Radcliffe's regeneration activity to maximise the public Wi-Fi coverage in Radcliffe Town Centre and public sector buildings in the town	Ensure input into design and build of SRF proposals to ensure maximum connectivity through proposals		Promotion of Wifi and Full fibre provision within Civic Hub campus to maximise use of this by local people	

Key stakeholders

Digital Inclusion Group; Bury Health, Employment and Skills Taskforce; Radcliffe Community Groups; Bury Adult Learning; Barclays Digital Eagles; Radcliffe Library; Bury Voluntary and Community Faith Alliance

Priority			Culture and Sport		
Objective 1: Develop new and existing places (facilities and venues) – for cultural and sporting creativity and consumption					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Develop the specific cultural and sporting proposals outlined within the Levelling Up Bid and SRF for the Civic Hub and Market Chambers campus	<p>Community engagement including design consultation on library, pool and gym facilities</p> <p>Develop business model specification for Radcliffe Market basement spatial opportunity</p> <p>Align new borough Cultural Strategy opportunities to Radcliffe SRF re spaces for cultural production and consumption</p> <p>Arts Council England National Portfolio applications considered for Radcliffe cultural facilities</p>	<p>Service delivery plans for 23/24 confirmed.</p> <p>Further Community engagement of Market basement and chambers facilities</p> <p>Engagement and identification of location for Danny Boyle ‘Wonder’ neon</p> <p>Cultural identity of Radcliffe refined in terms of textile and text (Radcliffe and Pilkington co-op; Water Made it Wet) to inform physical infrastructure</p> <p>Building active movement features into design principles – nudge behaviours to encourage active travel, people taking</p>	<p>Install of Danny Boyle ‘Wonder’ neon</p> <p>Radcliffe Market basement management agreement in place, including draft year 1 event programme</p>	Launch of new Hub facilities	<p>Number of individuals engaged in co-design activity</p> <p>ACE National Portfolio sites in Radcliffe</p>

	Confirm baseline for venue based LUF outcome measures	the stairs where possible			
Maximising the existing Radcliffe library during Hub design and build stage.	<p>Deliver the Libraries Connected Universal Offer on Health and Wellbeing, through use of building for Live Well activity and launch of bike loan scheme</p> <p>Deliver the Libraries Connected Universal Offer on Information and Digital through better improved communication of digital access and skills development available via library – onsite and outreach/loan opportunities</p> <p>Showcase local creative professions - including the Jon Lonsdale Town of Culture Micro-commission celebrating nature and heritage of Radcliffe – and local community offer</p>	<p>Deliver the Libraries Connected Universal Offer on the Children’s Promise in conjunction with the borough’s Children’s Strategic Partnership Board and Youth Cabinet</p> <p>Increasingly target offer provision at individuals and families which haven’t previously engagement with library-based activity, including engagement at community events and through the Beacon Service</p> <p>Generate future events programme for Radcliffe based on groups utilising current and future facilities</p>	<p>Recasting Universal Offer in context of Civic Hub through community co-delivery</p> <ul style="list-style-type: none"> - Health and Wellbeing - Information and Digital - Children’s Promise 	<p>Launch of Radcliffe Targeted offer, as showcase of Universal Offer – recognising new library site and repurposing of existing site as Enterprise Centre</p>	<p>Number of individuals/groups visiting library</p> <p>Library membership</p> <p>Bike loan usage</p> <p>Improvements in digital access and literacy (evaluation of courses)</p>

<p>Develop Active environments (as per Move More Local Pilot) including outdoor sporting facilities</p>	<p>Development of Radcliffe 3G Pitch project with Radcliffe Borough and Radcliffe Juniors FC to form the Radcliffe Football Foundation to develop provision at Redbank</p> <p>Work with Close Park FC on club room and pitch facilities through partnership work with the Football Foundation</p> <p>Sustainable Tennis Strategy improvements to Close Park</p> <p>Identifying site for Bury Broncos Rugby League team</p> <p>Unlocking the potential of Radcliffe Canal in encouraging walking and physical activity</p>	<p>Identification further improvement or development opportunities with the Football Foundation</p> <p>Sustainable Tennis Strategy Improvements to Bolton Road Park</p> <p>Drafting of proposals to promote active travel and linkages between active environments, workplaces, residential settings and Hub campus</p> <p>Work with Walk for the Bees and Bury Creatives as to increasing physical activity through local parks, including potential option for Outwood.</p>	<p>Delivery of Radcliffe 3G facilities</p> <p>Move More Local Pilot to continue to identify settings to increase physical activity, including removing barriers to access</p>		<p>Increased/ improve space for sport and physical activity and culture</p> <p>Usage numbers for new/improved facilities</p> <p>Value of external funding brought into upgrade/ establish Radcliffe facilities</p>
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<p>Develop environments and places across the neighbourhood for cultural production and consumption</p>	<p>Develop proposal based on Culture Strategy – linked to Enterprise Centre proposals for existing library – to promote Radcliffe as space for new professional creatives.</p> <p>Promotion of Radcliffe component of the Irwell Sculpture Trail in conjunction with Art Museum project with the Sunnywood Project</p> <p>Scope feasibility of cultural signposting through Hello Lamp-post, including opportunity this presents for broader wellbeing engagement</p> <p>Further locations identified for Bury Art Museum led Sketchbook Social sessions</p>	<p>Explore wayfinding through floorscapes including learning from Accrington and Middleton, leading to/from the hub campus</p> <p>Explore feasibility of Radcliffe park trails such as that opening in Burrs Country Park through the Sunnywood project</p>	<p>Review Hello Lamp-post options as wayfinding tool to build into hub campus</p> <p>New Secondary School designs to be informed by Culture Strategy opportunities for cultural production and consumption</p>		<p>Increased/ improve space for culture and creativity</p> <p>Usage numbers for new/improved facilities</p> <p>Value of external funding brought into upgrade/ establish Radcliffe facilities</p>
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Objective 2: Developing community capacity to increase the volume and resilience of Radcliffe’s cultural and wellbeing ecosystem

Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Maximising Community Investment	<p>Further iteration of Radcliffe Moving Community Investment Framework</p> <p>Celebration event of Radcliffe Let's Do It Health Improvement Funded projects</p> <p>Radcliffe specific 'Meet the Funder' and bid writing session to be developed with Bury VCFA</p> <p>Local and regional funding opportunities promoted through Community Hub network</p> <p>Promotion of cultural funding opportunities aligned to the Platinum Jubilee and Town of Culture legacy opportunities</p> <p>Children's Services working with Sports England to offer £15k</p>	<p>Celebration event of projects funded through Radcliffe Let's Do It Neighbourhood Pitch funding</p> <p>Explore potential for a Radcliffe Community Fund to bring together VCFSE funding opportunities for the neighbourhood, including aligning with Vinci social value propositions and crowdfunding platforms</p>	<p>Celebration event of Move More Local Pilot funded activity</p>		<p>Community funding investment</p> <p>Match funding attracted to community investment</p> <p>Outputs from individual projects</p>

	to grassroots organisations to increase the offer of diversionary activity.				
Delivery of the Radcliffe Moving Local Delivery Pilot	Networking session bring all public and community partners together to review Move More activity in context of Levelling up and Covid recovery proposals	Development of Move More proposals to grow community capacity from a social enterprise perspective, e.g. community non-profit sports clothing and equipment enterprise			As above
Developing a Radcliffe Cultural Showcase and Networking Forum	Networking and development workshop bringing together cultural practitioners and local community provision in Radcliffe to build on Art and Culture week held between Radcliffe Market and Growing Together Radcliffe in December 2021 Audit of Arts Council England funded Radcliffe based creatives	Develop Radcliffe culture and sport professional and community networks to promote collaboration and joint engagement opportunities	Delivery of a Radcliffe open weekend, co-ordinated showcase of organisations and opportunities to get involved (as a trustee, volunteer, participant or philanthropic funder)	2024 Showcase on the Hub Campus with roadshow of activities across venues	Number of art/ sports groups operating in Radcliffe Number of people actively involves in art/ sports groups – means of assessing this TBD.
Increase in cultural and sporting	Repeat of Radcliffe volunteering development session			Volunteer Week activity centred on Radcliffe Hub	Benchmark and then increase volunteer numbers

volunteering in Radcliffe	as held in Outreach Centre in February 2022 Specific communications programme during National Volunteering Week in early June to recognise and celebrate volunteering and call-to-action for Radcliffe				
Culture and Sport as means to develop community capacity for broader community development	Promotion of universal opening provision at the Roc Centre in conjunction with Sports Development and Foundation92 for young people – providing diversional activity and life skill sessions Consultation on similar such activity at Radcliffe Girls and Boys Club	Promotion of youth work intervention at Spring Lane through boxercise, Zumba and HITT workshops – and engagement with users as to local opportunities to design into regeneration plans.			
Objective 3: Develop a programme of events across Radcliffe to increase awareness and participation in culture and sport					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures

<p>Develop proposals for a Radcliffe Running Festival</p>	<p>Promotion of Run Together Radcliffe (funding through Health Improvement Fund)</p> <p>Scope with local running groups and broader community the appetite and feasibility of running based activity</p> <p>Promotion of Daily Mile and Toolkit, including targeted activity at schools not currently participating and through Staying Well Team to compliment couch-to-5k promotion</p>	<p>Development and delivery of Radcliffe Family Mile</p>	<p>Inaugural Radcliffe 5/10k</p>	<p>Radcliffe Running Festival starting/finishing at Civic Hub</p>	<p>Number of participants</p> <p>Number of volunteers</p> <p>Move More Live Well Progress Pathway form analysis</p>
<p>Develop proposals for a Radcliffe Stories Festival</p>	<p>Scope with local writing and performance groups the appetite and feasibility of a co-ordinated programme of events based on story writing/telling</p>	<p>Develop proposals for an inaugural programme of activities aligned to the summer reading challenge</p>	<p>Develop detailed planning for professional and community led Radcliffe Summer Stories Festival and Winter Stories Festival aligned with National Storytelling Week</p>	<p>Market basement; chambers; piazza and library venues for Stories Festival 2024.</p>	<p>Number of participants</p> <p>Number of volunteers</p> <p>Number of venues involved</p>

<p>Developing a specific Radcliffe offer based on Libraries Connected events calendar</p>	<p>Summer Reading Challenge – July to September</p> <p>International Literacy Day – 9th September</p>	<p>National Poetry Day – 1st October</p> <p>Family Learning Festival – October</p> <p>Get Online Week – October</p> <p>National Storytelling week – late January/early February</p> <p>World Book Day – 3rd March</p>	<p>Promotion of clear calendar of literacy based events, promoted through schools and community venues</p> <p>International Children’s Book Day – 2nd April</p> <p>World Book Night – 23rd April</p> <p>Local Community and History Month – May</p>		<p>Library Membership</p> <p>Number of visitors to library</p> <p>Event participants/engagements</p>
<p>Promotion of community events programme</p>	<p>Participation and engagement through Radcliffe Carnival – 4th June</p> <p>Promotion of community Platinum Jubilee celebrations (</p> <p>Linking local community groups into opportunities as part of national events, e.g. Women’s Euro 2022</p>	<p>Promotion of community activity association with Diwali, Hannukah and Christmas</p> <p>Develop links with Manchester International Festival to increase opportunities for representation of Radcliffe offer within the Festival programme and bring festival (fringe)</p>	<p>Curated programme of events brought together for collective engagement upon</p>		<p>Number of events, including participants and audience</p>

	<p>Build on the heritage of whit-walks to develop a series of Radcliffe Whit-walks to get people moving and linked to local history as part of Greater Manchester's annual walking festival</p> <p>Develop partnership proposals, linked to SOAP Radcliffe for National Heritage Open Weekend local offer</p>	activity to locations in Radcliffe			
Objective 4: To create a connection between people and place- linking creativity and heritage to promote positive wellbeing, civic pride and increase participation					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Spirit of a Place (SOAP) Radcliffe - seeking out Radcliffe's material culture. We aim to make a memory map that champions Radcliffe's unique identity, thus helping contribute to pride of place in Radcliffe.	<p>Community engagement to identify places of creative visual historic interest to inform Songline map – 3 x 15 person workshops</p> <p>Textile project to visually demonstrate SOAP contributions and my means for people to continue to</p>	Development of a Spirit of a Place Newspaper/ Zine – including engagement to encourage new contributions	SOAP Radcliffe Tapestry to be displayed across community venues and schools	SOAP Radcliffe Tapestry installed within town centre campus	<p>Number of people engaged with SOAP</p> <p>Number of engagements with SOAP Songlines tapestry</p>

	<p>add their contributions to through facilitated workshops</p> <p>Programme of SOAP tours</p>				
<p>Culture and Sport as levers to drive skills development in Radcliffe</p>	<p>Develop specific Local Cultural Education Partnership (LCEP) opportunities through Bury Art Museum, The Met Theatre and Radcliffe schools.</p> <p>Engagement with Bury Adult Learning, Bury College, Holy Cross College and the University of Bolton on skills development opportunities in the fields of art, culture, creativity, sport and wellbeing, including identifying future skills needs and promoting local opportunities in these respective fields</p> <p>Micro commission by Bury Art Museum</p>	<p>Corralling of mentoring and scholarship opportunities aligned to sport and culture through local groups and creative practices</p>			<p>LCEP sessions and participation figures for Radcliffe</p> <p>Increase in number of Radcliffe residents enrolled on skills development related to sport/ culture</p>

	with local creative, Oliver Bishop, initially through Radcliffe Hall School				
Further promoting inclusion	Audit of Creative Case Group for Inclusion – including Seldom Heart Voices in terms of Radcliffe voices and determining opportunities to increase awareness/ proactive engagement with key demographics Textiles as a hook to engage ethnicities	Radcliffe Library offer to lead borough development of Libraries Universal offer on Vision and Print Impaired People’s Promise with Bury Blind Society given disability as protected characteristic of focus in borough’s Inclusion Strategy for 2022			Creative Case members from Radcliffe Creative Case activities in Radcliffe
Key stakeholders					
History and Heritage	Friends of Radcliffe Manor; Radcliffe Literacy and Local History Society; Radcliffe Heritage Society; Radcliffe Library (including creative-writers group); English Heritage				
Arts and Crafts	Irwell Sculpture Trail via Bury Art Museum; Bury2gether Arts and crafts; Corrie Gardeners Crafts; Woodies Men-In-Sheds; Oasis craft group at St. Andrew’s Church; Radcliffe Sewing and Crafts; Early Bird Project; Arts Council England				
Performance	Radcliffe Youth Theatre; Liv’s Trust; Radcliffe Morriscos Morris Dancing Troup; Radcliffe Male Voice Choir; Radcliffe Reform Group Players; Lark School of Dance; MaD Theatre Company; Radcliffe Brass Band; Gorsefield Choir				
Events	Radcliffe Carnival Committee; Radcliffe Market Committee; Radcliffe Rotary				

Sport	East Lancs Paper Mill Cricket Club; Warth Road Rounders; Little Britain Anglers; Allens Green Bowling Club; Radcliffe Archery Club; Radcliffe Swim and Water Polo Club; Radcliffe Borough FC (including Juniors); Radcliffe Elite Amateur Boxing Club; Radcliffe Cricket Club; Rising Sun Karate Association; Radcliffe Town FC; Radcliffe Angling Society; Radcliffe Sonics; Run Together Radcliffe; Pozz Lonsdale Steet Games; Foundation 92; Football Foundation; Sports England; Lawn Tennis Association; Lancashire and Greater Manchester Football Association; English Cricket Board
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