

| <b>Meeting: Strategic Commissioning Board</b> |   |   |          |
|---|---|---|----------|
| <b>Meeting Date</b>                           | 08 June 2020  | <b>Action</b>                                       | Consider |
| <b>Item No</b>                                | 9   | <b>Confidential / Freedom of Information Status</b> | No       |
| <b>Title</b>                                  | Radcliffe Strategic Regeneration Framework – Consultation Draft |   |          |
| <b>Presented By</b>                           | Cllr Eamonn O’Brien, Leader of the Council                      |   |          |
| <b>Author</b>                                 | Paul Lakin, Director of Economic Regeneration & Capital Growth  |   |          |
| <b>Clinical Lead</b>                          | _____   |   |          |
| <b>Council Lead</b>                           | Paul Lakin, Director of Economic Regeneration & Capital Growth  |   |          |

| <b>Executive Summary</b>   |
|--|
| <p>The Council commissioned Deloitte to undertake a Strategic Regeneration Framework (SRF) for Radcliffe in February 2020. After an extensive period of engagement with key stakeholders, a draft of the Framework SRF has now been produced.</p> <p>The attached report is being submitted to the Council’s Cabinet on the 10<sup>th</sup> June 2020 to approve the draft SRF for a six-week period of consultation before being brought back to Cabinet in September 2020 for formal approval.</p> <p>Cabinet are also asked to approve the authorisation of any necessary minor amendments to the SRF prior to consultation as well as the authorisation of any necessary spend on consultation to be delegated to the Director of Economic Regeneration &amp; Capital Growth in consultation with the Leader (as portfolio holder for Finance and Growth).</p> <p>If approved, the SRF will become a material planning consideration in the determination of planning applications and help to shape the regeneration of Radcliffe.</p> <p>It should be noted, that the SRF recommends some short, medium and longer-term interventions and that it is the longer-term intention of the Council to create a Council Investment Fund. This will help to deliver the large scale regeneration proposals.</p> |
| <b>Recommendations</b>   |
| <p>It is recommended that the Strategic Commissioning Board:</p> <ul style="list-style-type: none"> <li>Note the report which will be submitted to the Council Cabinet on the 10 June 2020</li> </ul>  |

|   |                 |
|---|-----------------|
| <b>Links to Strategic Objectives/Corporate Plan</b>   | Yes             |
| Does this report seek to address any of the risks included on the Governing Body / Council Assurance Framework? If yes, state which risk below: | Choose an item. |
| <i>Add details here.</i>  |                 |

| <b>Implications</b>  |            |                                     |    |                          |     |                                     |
|--|------------|-------------------------------------|----|--------------------------|-----|-------------------------------------|
| Are there any quality, safeguarding or patient experience implications?                                  | Yes        | <input type="checkbox"/>            | No | <input type="checkbox"/> | N/A | <input checked="" type="checkbox"/> |
| Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report? | Yes        | <input checked="" type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Have any departments/organisations who will be affected been consulted ?                                 | Yes        | <input checked="" type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Are there any conflicts of interest arising from the proposal or decision being requested?               | Yes        | <input type="checkbox"/>            | No | <input type="checkbox"/> | N/A | <input checked="" type="checkbox"/> |
| Are there any financial implications?  | Yes        | <input checked="" type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Are there any legal implications?  | Yes        | <input type="checkbox"/>            | No | <input type="checkbox"/> | N/A | <input checked="" type="checkbox"/> |
| Are there any health and safety issues?  | Yes        | <input type="checkbox"/>            | No | <input type="checkbox"/> | N/A | <input checked="" type="checkbox"/> |
| How do proposals align with Health & Wellbeing Strategy?   | See report |                                     |    |                          |     |                                     |
| How do proposals align with Locality Plan?   | See report |                                     |    |                          |     |                                     |
| How do proposals align with the Commissioning Strategy?  | See report |                                     |    |                          |     |                                     |
| Are there any Public, Patient and Service User Implications?   | Yes        | <input checked="" type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input type="checkbox"/>            |
| How do the proposals help to reduce health inequalities?   | See report |                                     |    |                          |     |                                     |
| Is there any scrutiny interest?  | Yes        | <input checked="" type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input checked="" type="checkbox"/> |
| What are the Information Governance/ Access to Information implications?                                 |            |                                     |    |                          |     |                                     |
| Has an Equality, Privacy or Quality Impact Assessment been completed?                                    | Yes        | <input type="checkbox"/>            | No | <input type="checkbox"/> | N/A | <input type="checkbox"/>            |

| Implications  |  |                          |    |                          |     |                                     |
|---|--|--------------------------|----|--------------------------|-----|-------------------------------------|
| Is an Equality, Privacy or Quality Impact Assessment required?                    | Yes  | <input type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Are there any associated risks including Conflicts of Interest?                   | Yes  | <input type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input checked="" type="checkbox"/> |
| Are the risks on the CCG /Council/ Strategic Commissioning Board's Risk Register? | Yes  | <input type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input type="checkbox"/>            |
| Additional details  | <i>NB - Please use this space to provide any further information in relation to any of the above implications.</i> |                          |    |                          |     |                                     |

| Governance and Reporting |      |         |
|--------------------------|------|---------|
| Meeting                  | Date | Outcome |
|                          |      |         |
|                          |      |         |

# REPORT FOR DECISION



|                                       |  |
|---------------------------------------|--|
| <b>DECISION OF:</b>                   | <b>CABINET</b>   |
| <b>DATE:</b>                          | <b>10 June 2020</b>  |
| <b>SUBJECT:</b>                       | <b>Radcliffe Strategic Regeneration Framework – Consultation Draft</b>   |
| <b>REPORT FROM:</b>                   | <b>Eamonn O’Brien – Leader of the Council</b>  |
| <b>CONTACT OFFICER:</b>               | <b>Paul Lakin, Director of Economic Regeneration and Capital Growth</b>  |
| <b>TYPE OF DECISION:</b>              | <b>CABINET (NON-KEY DECISION)</b>  |
| <b>FREEDOM OF INFORMATION/STATUS:</b> | This paper is within the public domain.  |
| <b>SUMMARY:</b>                       | <p>The Council commissioned Deloitte to undertake a Strategic Regeneration Framework (SRF) for Radcliffe in February 2020. After an extensive period of engagement with key stakeholders, a draft of the Framework SRF has now been produced.</p> <p>Cabinet are asked to approve the draft SRF for a six-week period of consultation before being brought back to Cabinet in September for formal approval.</p> <p>Cabinet are also asked to approve the authorisation of any necessary minor amendments to the SRF prior to consultation as well as the authorisation of any necessary spend on consultation to be delegated to the Director of Economic Regeneration &amp; Capital Growth in consultation with the Leader (as portfolio holder for Finance and Growth).</p> <p>If approved, the SRF will become a material planning consideration in the determination of planning applications and help to shape the regeneration of Radcliffe.</p> <p>It should be noted, that the SRF recommends some short, medium and longer-term interventions and that it is the longer-term intention of the Council to create a Council Investment Fund. This will help to deliver the large scale regeneration proposals.</p> |

|   |  |
|---|--|
| <b>OPTIONS &amp; RECOMMENDED OPTION</b>   | <p>It is recommended that Members:</p> <ul style="list-style-type: none"> <li>• Approve the draft SRF, the proposed consultation process and the identified delegated requests - and to note the longer-term intention to create a Council Investment Fund to support interventions during the SRF delivery programme: or</li> <li>• Identify any amendments to the SRF or the consultation process before the consultation starts.</li> </ul>   |
| <b>IMPLICATIONS:</b>  |  |
| <b>Corporate Aims/Policy Framework:</b>   | <p>Do the proposals accord with the Policy Framework? <b>Yes</b></p>   |
| <b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b> | <p>There are no direct financial implications as a result of the report and any future funding requirements will be considered as part of the development of the Council's capital programme. Costs will not be known until the consultation is completed and the proposals finalised.</p> <p>Funding in the 2020/21 capital programme has been made available to support some early development work and therefore the use of up to £10,000 to support the work outlined in the report is fully funded.</p> |
| <b>Equality/Diversity implications:</b>   | <p>No</p> <p>An initial screening has been undertaken (see attached assessment) and as there were no negative impacts identified for affected groups, there is no requirement to proceed to a Full Impact Assessment.</p>  |
| <b>Considered by Monitoring Officer:</b>  | <p>The SRF will provide the context for future development and the proposals for consultation on it are reasonable in the current pandemic. It is important that any future capital expenditure position is regularly monitored to ensure that the priorities of the Council are being delivered and ongoing legal input will be required.</p>   |
| <b>Wards Affected:</b>  | All Radcliffe wards  |
| <b>Scrutiny Interest:</b>   |  |

**TRACKING/PROCESS**

**DIRECTOR:**

|                      |                              |                             |          |
|----------------------|------------------------------|-----------------------------|----------|
| Joint Executive Team | Cabinet Member/Chair Briefed | Ward Members (if necessary) | Partners |
| 19/05/20             | 28/05/20                     |                             |          |
| Scrutiny Committee   | Other Committee              | Council                     | Comms    |
|                      |                              |                             |          |

## **1. BACKGROUND**

- 1.1 The continued regeneration of Radcliffe remains a priority for the Council and this commitment is evident in the public realm improvements recently implemented in the town centre.
- 1.2 These projects were only the beginning of a much wider aspiration to transform the attractiveness and vibrancy of Radcliffe town centre. To aid this, the Council appointed Deloitte LLP to prepare a Strategic Regeneration Framework (SRF), which is a comprehensive plan that pulls together the key regeneration components elements to help drive this aspiration forward.
- 1.3 As reported to Cabinet in March, it is important that the Council puts this framework in place for Radcliffe to direct the future growth and development of the town in a coherent and joined-up manner.

## **2. STRATEGIC REGENERATION FRAMEWORK (SRF)**

- 2.1 Deloitte have now produced a draft SRF and it is proposed that this is subject to consultation. Following consultation and once it is fully approved, the SRF will play a pivotal role in underpinning the way the Council deploys its own resources and discharges its regulatory functions, including the determination of planning applications. It will also provide the necessary evidential base to guide the investment decisions of third parties.
- 2.2 Crucially, as the national Government indicated that it is looking to invest in northern towns, it is vital that we have a document in place that sets out a clear vision with investable projects that we can use to secure funding - particularly those which are geared to support town centre transformation. This is particularly important as we emerge and attempt to recover from the economic impacts arising from the current pandemic situation.
- 2.3 Early and extensive engagement has been a main feature in the preparation of the draft SRF and this includes feedback from previous workstreams, such as the Radcliffe Action Plan. A number of meetings and workshops with a range of stakeholders have taken place, including:
  - Elected local Members;
  - Bury South MP;
  - Radcliffe Task Group;

- Business and community groups (two business and two community workshops);
- Additional one-to-one meetings with a number of businesses that operate in the town centre;
- Key landowners and tenants (e.g. Homes England, Canal and River Trust);
- Statutory partners (e.g. Environment Agency, TfGM); and
- Key Council Officers.

2.4 This engagement has helped to shape the content of the draft SRF but, as set out below, there will continue to be dialogue right through the consultation period to help finalise the approach to be taken in the final SRF.

2.5 In line with the wider objectives of the SRF, as reported to Cabinet in March, the draft SRF:

- sets out a range of opportunities for transforming the town centre and the key interventions which the Council and key partners should address to support the process of change including effective place management arrangements;
- reflects the views of local Members, residents and other key stakeholders from the extensive engagement to date to ensure that the programme of renewal fully reflects their priorities;
- defines a clear vision for Radcliffe town centre, which reflects the aspiration 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;
- defines a programme of action over the short, medium and longer term to support transformation;
- provides an overview of the role of public services and how these relate to place and people;
- sets out the parameters for creating an attractive environment that will include widening the demand for community facilities and amenities, helping to create confidence for business growth and an improved housing offer in and around the town centre; and
- explores the potential for creating hubs for creative talent and emerging business activities.

2.6 The key interventions recommended in the draft SRF include:

- **Creation of a central public hub within the town centre** – this could accommodate a range of functions, including office accommodation, flexible civic space, café and some retail;
- **Creation of new leisure facilities** – this could sit alongside the public hub and would complement the Council’s drive to create wellness centres to help improve the health of the town’s residents;
- **Refurbishment of Market Chambers building** – the aim would be to re-purpose this building to provide flexible working space for local activities and

community groups, along with flexible office accommodation for start-up businesses;

- **Opening up of the river** – the proposals include improvements to the river walkway and a new riverside public space, exploiting opportunities to create river frontages where possible;
- **Focused retail strategy** – this would be likely to involve consolidating retail floorspace over time and ensuring that the daytime function of the town extends into the night time economy;
- **Cultural initiatives** – this could include a permanent base for cultural initiatives, perhaps as part of the Market and Hub buildings. This could host a diverse cultural programme to celebrate Radcliffe’s heritage;
- **Revised car parking strategy** – this would include creating opportunities for sustainable travel options, with bus, tram, walking and cycling being promoted in and around the town. There are opportunities to develop or re-purpose some of the town’s surface car parks;
- **Public realm improvements** – it is proposed that a series of distinctive public open spaces should be central to the vision, to help with movement through the town and improve the visitor experience / create investor confidence. This would include key focal points, such as the Piazza and civic spaces, and key routes, such as Blackburn Street;
- **Marketing strategy** – building on the recent Branding of Radcliffe, this needs to form an integral part of the wider regeneration strategies to create a real local distinctiveness for the town and to attract investment;
- **Secondary school** – the proposals for a new secondary school in Radcliffe will be key to helping to improve educational attainment in the town and providing a sense of pride in the town. The provision of a new secondary school in Radcliffe will also reduce the need for existing and potential future Radcliffe residents from having to travel to schools outside of the town;
- **Brownfield development** – as part of the housing delivery it is proposed that there are a number of key brownfield sites that should be utilised to deliver a range of different housing types in and around the town, including affordable homes for young families;
- **Infrastructure improvements** – the draft SRF proposes a range of infrastructure interventions, including transport and movement opportunities, digital infrastructure to ensure that the technology is there to sustain economic growth and proposals to make use of renewable energy and low carbon solutions; and
- **Employment growth** – it is proposed that employment opportunities are created in the town centre, from smaller start-up businesses to larger employment users in the hub. This could involve the consolidation and improvements to the town’s existing industrial space to make it attractive to modern day employment.

2.7 These key interventions will help to drive forward new public and private investment into the town centre core, helping to drive footfall into the town

during the day and evening. Importantly, these proposals will be linked with the various proposals on the fringe of the town, including residential developments at the former East Lancs Paper Mill site, the new secondary school and improvements to the tram stop. Key routes and linkages into the town will help to attract and encourage people to use the town and its new facilities.

- 2.8 Cabinet is requested to approve the draft Radcliffe SRF for consultation purposes and to also approve the authorisation of any necessary minor amendments to the SRF prior to consultation to be delegated to the Director of Economic Regeneration & Capital Growth in consultation with the Leader (as portfolio holder for Finance and Growth).

### **3. SRF ENGAGEMENT STRATEGY**

- 3.1 As indicated, Deloitte have already undertaken comprehensive early engagement with a range of key stakeholders during the preparation stage of the SRF. This has been crucial in gaining valuable information and insight into the different concerns of groups and understanding key challenges.

- 3.2 Now that the SRF is in a draft format, this stakeholder engagement needs to continue in order to seek the views and inputs from the wider public, key businesses and other key partners to ensure that the final framework is fit for purpose.

- 3.3 It was the intention to undertake a number of stakeholder consultation events as 'drop-in' sessions and face to face meetings. Clearly, with the current restrictions on social gathering this will not be possible and this means that there will be a much greater emphasis on online and digital engagement. Nevertheless, it is important that all stakeholders are able to have their say and the following consultation methods will be used to ensure that this is the case:

- The Council website will be used as the main point of contact for the formal consultation. The SRF online consultation will be promoted via social media (Facebook, Twitter and Instagram) to raise awareness of the SRF and to issue reminders of the consultation closing date. These should direct residents to the formal consultation website. Targeted social media is also being considered to increase the awareness of the consultation across the local area.
- Virtual 'meetings' involving the following:
  - Elected local representatives (All Radcliffe Ward Members)
  - Bury South MP
  - Key businesses
  - Key partners and stakeholders - including statutory bodies (TfGM, Homes England, Highways Agency/Environment Agency), landowners
  - Key community groups
- It is proposed to undertake a leaflet drop to all Radcliffe households to ensure that residents are aware of the proposals and have their say;

- Promotional banner stands / posters will be used in various locations in and around Radcliffe Town Centre (such as ASDA and Lidl). These would not be accompanied by any printed materials and would only direct to SRF webpage.
- 3.4 Plans to make printed copies of the SRF available are currently on-hold but will be considered in the event that key public buildings (e.g. libraries) were to be re-opened and if this is considered to be possible within Covid-19 guidelines.
- 3.5 The consultation process will be kept under review in the event that there is a further easing of the restrictions during the six-week consultation period that would enable additional forms of stakeholder engagement other than those mentioned above.
- 3.6 As indicated, these consultation methods go beyond the approach that was envisaged at the start of the SRF process and they will incur additional costs (particularly the proposed leaflet drop). As such, this report is seeking approval for the authorisation of necessary spend on SRF consultation to be delegated to the Director of Economic Regeneration & Capital Growth in consultation with the Leader (as portfolio holder for Finance and Growth). A budget of £10,000 is estimated and this will be drawn from the existing budget attributed to Radcliffe regeneration.
- 3.7 It is proposed that the SRF is brought back to Cabinet in September for formal approval, highlighting the responses received during consultation and any amendments made as a result.

#### **4. COUNCIL INVESTMENT FUND**

- 4.1 Given the projects emerging through the SRF and the Council's continued commitment to the ongoing regeneration of Radcliffe, it is anticipated that significant funding will be required to ensure that key regeneration projects are progressed and delivered.
- 4.2 As reported to Cabinet in March, the Chief Executive will bring forward an analysis of the interventions which are considered necessary to facilitate delivery of the transformation programme. This will include an outline business case for the creation of a Council Investment Fund that would be used to leverage third party funding to support appropriate interventions in key investment areas including Radcliffe Town Centre.
- 4.3 Cabinet are asked to note this intention and a further report detailing the Investment Fund requirements will be brought to Cabinet once the SRF proposals are firmed up after the proposed consultation period.

#### **5. TIMESCALES**

- 5.1 It is proposed that the SRF consultation starts on week commencing 22<sup>nd</sup> June until week commencing 3<sup>rd</sup> August (six week period).
- 5.2 This would allow for consideration of comments received and for any amendments to the SRF to be made before the final SRF is taken back for formal Cabinet approval in September.

## **6. CONCLUSION**

6.1 The recommendations are contained in the front of this report.

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**Contact Details:-**Paul Lakin, Director of Economic Regeneration and Capital Growth