Bury - Developing the Strategic & Transformational Approach to Deliver the Growth Plan
Strawman - fifth update (Jun 2018)

Bury’s Vision for Growth & Corporate Transformation – the place shaping enabler and facilitator of growth

Strategic growth leadership
Preface

This is an evolving corporate Strategic Business Plan Growth Strategy as Bury transitions into creating new income streams.

The philosophy of the strawman use in this document is in recognition opportunities to generate new income streams and organisational form, investment, governance, culture that needs to take shape to deliver. This is creating growth in an evolving environment externally and has to be a journey marshalled against the Labour Party Manifesto, capacity and capability, reflecting stakeholder aspirations to finalise the Strategic Business Plan Growth Strategy.

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1. **THE EXTERNAL ENVIRONMENT - WHAT’S HAPPENING TO GMSF AND BURY**

Operating in a continuing changing external environment

   a. Devolution offers opportunity through GMSF – but risk of slowing Bury’s own growth and income generating
   b. Shifting role of Councils to be more business like – links skills and capability to identifying and driving growth with commercial results
   c. Increase pressures on core services
   d. Growth plan - reads more as a statistical review of economic and housing, with some indication of aims

**Changing market, economic growth patterns, and technology combined with big demographic shift and infrastructure pressures**

- Growth Plan needs future vision of what Bury needs to offer in life style, employment and how it will encourage inward investment linked to:
  - Changing demographics of an increasing aging population
  - Extra care or care home offer - creates dependency culture at a time of reducing Adult Social care budgets
  - Shift in housing supply needed to enable people to live independently and promote self care to manage Council risk of accelerating care costs
  - Town centres forecast to decline resulting from changing shopping habits attuned to greater leisure activity and the growth on on-line shopping
  - Shift in housing need and mixed tenure offering to enable different affordability’s. But just as important is the need to create balanced neighbourhoods. Including the growing demographic change of an ageing population and the growing impact this can have on adult social care costs.

**Council revenue stream**

- Large reduction in council budget expenditure since 2010 - requires council to consider new forms of income and ways of increasing engaged in business growth to generate:
  - Business rates
  - Housing council taxation
  - Investing to earn options
  - Raise new capital funds to enable and facilitate growth

2. **BURY’S CHALLENGES**

**Growth Plan – major need to create new income streams through the growth delivery plan – centred on:**

- Invest to earn, invest for return and invest to save.

Some initial challenges and opportunities to deliver new income streams:

- Predominantly Bury has a number of opportunities linked to town centres, housing, and employment but challenged in creating the delivery vehicles to deliver sustainable growth
- Higher values homes need to be built to attract inward investment and economic growth
- Town centres in need of regeneration to attract inward investment and sustainable growth combined with creating places of destination, leisure, retail combined with life style choices associated with city living and downsizing wellbeing
- How to sustain affordable housing development
- How to recapitalise Council estates portfolio that lever town hall reinvestment and enable new town centre portfolio investment
- How to raise new forms of investment funding and structure strategic partnerships to spread risk and deliver scale and pace
• Not holistically place shaping that offers growth, new income streams and promotes Bury as a place to live and work
• Council not structured and resourced to deliver growth. Reliant on existing traditional core service skilled Officers:
  o Required new capability and skills to deliver major planning and development as an enabler and facilitator
• Accommodating new forms of wellbeing housing to meet the demand of an aging population that supports self care to reduce increasing demand in adult social care budgets

3. WHERE IS BURY NOW IN SUPPORTING PHYSICAL GROWTH – immerging opportunities for Bury

Strategic engagement

• Bury is taking positive steps in working within the GMSF - which is likely to deliver access to new central government funding streams
• GMSF – has the capability/aiming to deliver release of greenbelt land to deliver high quality/high value housing. Major benefit to in introducing new resident to Bury and prospect of council tax growth, while offering great choice to the people of Bury

Land supply

• Strategic listing of potential sites has been identified and good knowledge of brownfield
• Bury engaged with Homes England in Radcliffe under central Government Initiatives accelerating construction -real platform to hold discussions on accelerating and funding other sites

Economic and housing growth

• Prestwich and other light industrial sites identified for future major regeneration offer the opportunity to be engaged in major North West town centre regeneration increasing employment opportunities and sustaining and growing business rate growth
• Bury has a number of brownfield sites, with some complications, but land availability for housing development capacity in the region of 4,000 new homes
• Bury has town centres with strong infrastructure links to the Metro, creating the opportunity for Bury to place shape offering life style choices offering, leisure, retail and wellbeing choices as destination centre and place to live
4. WHERE WE NEED TO GET TO FOR BURY TO DELIVER ITS GROWTH AMBITIONS OVER THE NEXT 5 YEARS

A SWOT ANALYSIS

Bury is actively working to deliver the Growth Plan with regional partners but given the Bury Challenges - What will Bury have to do to play a role in the strategic delivery of the growth plan as a place shaper enabler and facilitator and be a GMSF delivery partner, while generating new income streams:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weakness</th>
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<tbody>
<tr>
<td>○ Local plan focus</td>
<td>○ No strategic place shaping enabler vehicle to plan and develop new income streams through economic regeneration and housing growth</td>
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<tr>
<td>○ Growth plan formulated</td>
<td>○ Lack of executive type homes/good quality housing to attract new occupiers</td>
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<td>○ GMSF partner and actively engaged</td>
<td>○ Skills capacity lack in commercial planning and development in business development in housing and regeneration</td>
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<tr>
<td>○ Land supply of brownfield sites</td>
<td>○ Lack of strategic and holistic approach to growth</td>
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<tr>
<td>○ Growth opportunities identified for economic, and housing growth</td>
<td>○ No land assembly to create large scale and new income opportunities</td>
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<td>○ Fiscal capacity (?)</td>
<td>○ Greenbelt present large-scale development but restricted politically/policy</td>
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<td>○ People are passionate</td>
<td>○ Lack of strategic marshalling of place shaping to meet demand</td>
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<td>○ Government policy requires councils to have private sector capability to secure funding and generate new income</td>
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<td>○ Housing growth is not integrated with infrastructure and transport development to attract a high-income population and increase council taxation, while securing inward investment</td>
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<td>○ Austerity has caused major gaps in skills and capability to deliver a holistic enabling and facilitation role</td>
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<td>○ Split responsibilities across organisation in different services</td>
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<td>○ Capital investment funding needs developing to fuel growth plan</td>
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<td>○ Current staffing not doing the strategic planning and delivery from adopting reactive practices</td>
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<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
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<tbody>
<tr>
<td>○ Greater freedom to adopt a proactive strategic holistic approach of enabling and facilitation in adopting a master planning and development role that generates new income streams from:</td>
<td>○ Council not structured and resourced to deliver growth plan and challenges</td>
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<tr>
<td>○ Increase council taxation</td>
<td>○ Current land supply needs evaluating to understand value and income generating capacity</td>
</tr>
<tr>
<td>○ Facilitation through land assembly and infrastructure linked to economic growth</td>
<td>○ Town hall and surrounding vacant land needs strategic visioning to act as town centre regeneration catalyst</td>
</tr>
<tr>
<td>○ Marshal new independent wellbeing housing schemes that reduces/manages rising care costs from an aging population</td>
<td>○ GMSF/land commission – becomes the place shaper on behalf of Bury risking the removal of self-income generating</td>
</tr>
<tr>
<td>○ Holistic approach to land packaging for place shaping through enabling and facilitation gives the ability to secure housing growth</td>
<td>○ Lack of Budget provision prevents delivery of growth plan</td>
</tr>
<tr>
<td>○ Strategic partnership opportunities to drive economic and housing growth</td>
<td>○ No strategic investment funding or treasury vehicle to create new investment funds</td>
</tr>
<tr>
<td>○ JV arrangements with institutional funders</td>
<td>○ ALMO – not led by council in strategic business plan growth prevents council from delivery the housing growth plan and generating new forms of income</td>
</tr>
<tr>
<td>○ Strategic place shaping enabler vehicle to business plan and development new homes managed by council ALMO generating new income for council</td>
<td>○ Bury - risk of not deploying professional skills in planning and property development, including setting up funding structures to deliver growth, face not accessing GM funds for housing and town centre regeneration</td>
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<td></td>
<td>○ Council £30m budget cuts in 24 months places the council at risk</td>
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</table>
Key themes from the SWOT to be actioned and developed to deliver the strategic and strategy building blocks for growth:

- To deliver the growth delivery plan - organisational form needs to be structured to adopt a business development function in place shaping focused on economic regeneration and housing growth to formulate new income streams
- An innovative approach needs to be adopted to create an investment fund to create Invest to earn, invest for return and invest to save activity including:
  - Resourcing skills capacity and business development. This needs to create capacity to access government led funding pots
- Council strategically directs and leads ALMO to deliver affordable housing mixed tenure growth
- Budget for business development resourcing organisational form and business development activity to kick start growth
- Introducing policy expertise writing and comms in council to focus on market intelligence and promotion development of Bury growth

5. STRATEGIC RESPONSE

The strategic response reflects the business review undertaken to establish growth and Council service transformation to enable the council to shift from being government reliant on funding to generating new incomes streams to lead to self funding income. Therefore, the strategic response takes two forms to support growth and the future sustainability of the council:

- Formation of a Growth Directorate to drive and generate new incomes streams
- Adopt Council service transformation to manage budget reduction targets and create headroom to enable growth to mature over the next 5 years

Mission statement and values

Bury’s Growth Directorate and service transformation aims to:

'Create growth that delivers substantial returns to shift the council from being less reliant on government funding and become self funding through physical growth generating new income streams and adopt a council service transformation to manage budget reduction targets, to safeguard future public services for the people of Bury'

Enabling growth – new income streams

The council will achieve this through operating as a master developer enabling and facilitating physical growth concentrating its activity in:

- Housing growth and growth of its subsidiary company 6 Town Houses priming council owned land
- Regeneration of town centres to revitalise economic growth and making these towns reflect the new life styles, leisure and retail emerging in the UK
- Infrastructure growth to support the growth of employment use
- Wellbeing developments to support aspirational downsizing and people seeking independence, while place making to develop self care models

Enabling council service transformation

- The council undertake a review of services to establish future service innovation and transformation to reduce in budget reduction targets and create headroom to enable growth income to mature over the next 5 years
### Values

- Open and accountable working.
- A willingness to challenge and innovate.
- Growth that delivers lifestyle choices in our towns & urban centres while creating employment, wealth and wellbeing places for the people of Bury.
- Adopt commercial acumen practices
- Leadership evolving empowerment
- A focus on a solution based Council as an enabler and facilitator
- Partnership at the heart of working practices
- Fleet of foot procurement practices
- Financial robustness and risk underwriting at the heart of commercial acumen
- Create growth to deliver the Manifesto 2018 - 2022

#### 6. STRUCTURING AND FORMING STRATEGIC GROWTH OBJECTIVES

**Project series**

In response to the growth plan and strategic response there are a number of strategic objectives - to direct focus to deliver an enabler and facilitator role with Bury master planning and developing physical growth

<table>
<thead>
<tr>
<th>Holistic property asset management of estates</th>
<th>Housing supporting economic growth packaging</th>
<th>Town Centre/employment use Regeneration/zoning</th>
<th>Wellbeing/independent living</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Income strategy</td>
<td>• Priming public land use/ brownfield/ greenbelt/ parks and open spaces/one public estates/landowners</td>
<td>• Prestwich</td>
<td>• Wellbeing development to reduce care costs to deliver shift to independence and provide some support where needed</td>
</tr>
<tr>
<td>• Disposal raising capital</td>
<td>• Develop high quality and affordable homes - mixed tenure solutions</td>
<td>• Police station</td>
<td>• New revenue line as property investor?</td>
</tr>
<tr>
<td>• Long term cash cows</td>
<td>• Infrastructure forward funding</td>
<td>• Radcliffe</td>
<td></td>
</tr>
<tr>
<td>• Diversification of portfolio to generate new revenues.</td>
<td>• Investment for return</td>
<td>• Town Hall place making</td>
<td></td>
</tr>
<tr>
<td>• Note: limited asset base - growth needed</td>
<td>• Invest to save</td>
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</tbody>
</table>

#### Strategic organisational intervention enabler transformation

These are the strategic interventions summarised from the SWOT Analysis and strategic response:

<table>
<thead>
<tr>
<th>Council service transformation</th>
<th>Resource and Governance transformation identification</th>
<th>ALMO - Growth Directorate led to drive housing growth mixed tenure and to drive sustainable fiscal income back to Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Service review to establish future corporate service structure of a modern council that can result supporting budget reduction</td>
<td>• We need review skills and capacity of development and regeneration business development and its delivery</td>
<td>• Council Strategic leadership, business planning for growth through priming land, development and treasury investment vehicle</td>
</tr>
<tr>
<td>• Transformation plan cash flow to structure timing of growth income</td>
<td>• Governance structured to be strategy implementation business like and focused on financial growth acumen</td>
<td>• Brownfield land sourcing Homes England accelerated construction land banks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Funding structure developed to develop and hold new assets</td>
</tr>
</tbody>
</table>
Growth shaping and transformation

Areas of growth that should have immediate focus:

**Budget, investment. golden rules & treasury vehicle**
- Budget consideration for growth plan delivery
- Master Development vehicle/Treasury management vehicle to raise investment capital - housing first? / use of HRA owned assets/town centre regeneration
- Capital investment funding and exploration of institutional funds and treasury vehicle
- Council funding capacity to invest to earn

**Bury - kick starting strategic business development**
6. Prestwich - viability
7. Town Hall place making vision
8. Paper mill Homes England accelerating construction delivery
9. Police station/Fire Station - vision and mixed use – development partnerships
10. Packaging land supply and understanding value and deliverability for 300 -600 new homes on brownfield

**Bury - business of growth Implementation**
Transformation and delivery structure to generate income and new revenue:
- Master developer role - packaging land and development income generating
- House Building/Development Company or Strategic regeneration partnerships?
- Functional structure based on enabling and facilitating:
- New skills and capacity adoption
- Business culture centred on doing and influencing growth opportunities
- Investment funding, model and budget
- Golden rules of investment and return linked to forward funding infrastructure, land, property asset base

**7. THE SHAPE AND FUNCTIONALITY WE HAVE TO ADOPT TO PLAY A ROLE IN DELIVERY OF BURY’S GROWTH PLAN – DRIVING ENABLING AND FACILITATION**

WE NEED TO SHIFT TO DOING ENABLING AND FACILITATION – THROUGH STRATEGIC HOLISTIC PLACE SHAPING - THROUGH TRANSACTION OF LAND AND TARGETED INVESTMENT TO GENERATE ECONOMIC GROWTH AND SOURCE NEW INCOME STREAMS?

- A shift in the council role adopting a commercial business development approach through enabling and facilitation as a strategic place shaping master developer - adopting a planning and development role - priming places for economic and housing growth and deliver through strategic delivery partnerships
- Shifting culture into a commercial business development approach - **not waiting for growth to happen but making it happen through driving innovative solutions in the physical land, place and capital funding options**

To achieve these aims we will consider how we are organised and capability needs:

- We will identify the commercial skills required to bring about an enabling and facilitation function
- The purpose to give the capacity and cultural shift to be commercially astute and deliver returns

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Dare while others dream
THE CORPORATE TRANSITION: TRANSLATING THE MANIFESTO AND BURY'S DELIVERY PLAN INTO FUNCTIONALITY WE HAVE TO ADOPT TO PLAY A ROLE IN DELIVERY OF BURY’S GROWTH PLAN

Labour Party Manifesto 2018 to 2023
Making the borough an fairer and better place to live for all our residents

Council Service Transformation
Creating finance capacity to serve The people of Bury

Enabling and facilitation business development

Leadership Style to motivate growth and adopt commercial acumen to sustain new income streams

Skills, capability and budget to fund resourcing to deliver growth and manage risk

Non-Adoption of a business model for council services to create headroom growth time-line

Investment capacity and shifting market trends

Growth Directorate
Skills and capacity transformation

Strategy and investment funding...

Leadership year in motivating growth and adopt commercial acumen to sustain new business models...
### What Are the Interventions and Transformation to Get to Where We Might Want to Be

**Growth Directorate Plan & Corporate Restructuring – Leadership through Holistic Place Shaping Enabling and Facilitation Interventions**

<table>
<thead>
<tr>
<th>What</th>
<th>Interventions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>People capacity and skills – business development</strong></td>
<td>Skills associated with strategic marshalling of land, regeneration and development - uptake review and identify key skills gap, expertise and boldness type attitude capability traits. Team structuring and resources reviewed to explore freeing up budget to secure skills and capability.</td>
</tr>
<tr>
<td><strong>Adopt Council Business service transformation to manage budget reduction targets and create headroom to enable growth to mature over the next 5 years</strong></td>
<td>Formulate strategic business innovation strategy - through support of major consultancy such as GT/EY/PWC on business restructuring models. Implement strategic transformation delivery plan to reduce £32m council budget deficit through service reduction and innovation. Create financial business model to forecast budget reduction timelines and growth return investment next to headroom accounting.</td>
</tr>
<tr>
<td><strong>Implementation of Savills review - Executive Summary – Council ALMO strategic leadership, governance, and management agreement review</strong></td>
<td>Introduce implementation plan to deliver Savills recommendations and set up project group. Appoint Lawyers to rewrite management agreement and governance expertise to craft new governance and establish Council parent strategic leadership and ALMO new operational housing management role. Implement staff transfer to ALMO and consultation process. Develop and 30-year financial business model based on set surplus targets and investment return targets linked to mixed tenure housing growth plan and inform on developing a Growth investment business plan as recommended by Savills. Organisational form redesigned to structure delivery of Growth Plan and options considered to grow ALMO through acquiring small RP 2,000 -3,000 units to increase income capacity and funding capacity.</td>
</tr>
<tr>
<td><strong>Procurement, Governance, Leadership &amp; Organisational Form</strong></td>
<td>Governance structure that enable Bury to operate on a commercial business-like footing – limiting sub groups and reporting to the Growth Board on strategic issues. Membership reviewed to bring commercial business like thinking and approach. Review of governance and procurement to enable fleet of foot.</td>
</tr>
<tr>
<td><strong>Organisational Form transition: Strategic commercially driven place shaping models and partnerships</strong></td>
<td>Organisational form established and resourced that has the capacity to create viable planning and development, including partnership relationship management, business development and market intelligence, joint ventures to deliver growth.</td>
</tr>
<tr>
<td><strong>Culture – commercial business like enabling and facilitating</strong></td>
<td>Move towards a solution-based culture and shift away from policy led.</td>
</tr>
<tr>
<td><strong>Commercial Financial Management to secure returns</strong></td>
<td>Operating within a financial return set criterion, with strong due diligence and performance testing to manage risk.</td>
</tr>
<tr>
<td><strong>Dev Co/Fund Co set up including fiscal options and funding structures</strong></td>
<td>Explore treasury vehicle options including sourcing institutional funding options and agreement to deliver mixed tenure. Set up Dev Co and Fund Co developed with financial management investment criteria and risk exit management structuring. Options for Bury to operate as an equity partner/investor to generate income. HRA headroom capacity and set up of Dev Co and Fund Co to raise new funding.</td>
</tr>
<tr>
<td><strong>Enabling and facilitation options Through the Master developer function of marshalling and delivery</strong></td>
<td>Shift towards the holistic functions of marshalling place and land assembly, master planning to create value and prosperity that creates financial return, then the function of delivery to maximise value, including directing housing development to support economic growth and increase council taxation. Set up business unit/development company placing shaping growth plan.</td>
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</table>
9. HOW BURY’S GROWTH PLAN COULD BE DELIVERED THROUGH STRATEGIC FINANCIAL MANAGEMENT & PARTNERSHIPS TO DIRECT AND CREATE NEW INCOME

**Fiscal Focus to Facilitate**

**Bury Facilitation to Focus on Growth Plan**

- Directing housing supply: independent living
- Housing supply — executive to middle market
- Directing and leading ALMO Growth

**Potential town centre economic growth fiscal model**
- Town centre restructuring
- Devolution agenda — joined up

**Holistic fiscal management**

- A fiscal management centred on recreating returns form the activity of place shaping land and property, based on a clear set of investment criteria generate Invest to earn, invest for return and invest to save.

- **Note:** Diagram requires further development and changes to link in economic growth
Holistic - income-generating place shaping business unit model

- Public land supply and acquisition
  - Land payment deferred

- Bury Master Place Shaping Developer
  - Property company/partnership consortium vehicle
  - Strategic Development
  - Consortium
  - Developers profit retained

- Funding Option
  - Bank funder
  - Development facility as required

- RSL Contractor, developer
  - Investor

- Returns and revenue generating activity:
  - Equity funding return on funding development
  - Operative agreements on public land use
  - Planning gain returns on high value locations
  - Housing growth acceleration contributing to new council tax revenue
  - Infrastructure funding returns
  - Active public land acquisition to place shape and upscale housing regeneration

- Employment use regeneration
- Town centre regeneration & private sector housing
- ALMO Affordable housing

Dare while others dream
10. THESE ARE THE INVESTMENT ACTIVITY INCENTIVISING PRINCIPLES AND GOLDEN RULES EVOLVING FOR INVESTMENT DECISION MAKING, WE WILL ADOPT TO ENABLE AND FACILITATE HOUSING, TOWN CENTRE REGENERATION AND INFRASTRUCTURE GROWTH

<table>
<thead>
<tr>
<th>Investment</th>
<th>The principles</th>
<th>Investment return short and long term</th>
<th>Land and asset led investment return activity</th>
<th>Indicative investment return mechanisms</th>
<th>Indicative incentivisation options for enabling and facilitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invest to save</td>
<td>To reduce adult social care costs through independent living</td>
<td>Returns to be net of sunk capital deployed</td>
<td>Land assembly</td>
<td>Uplift land value returns</td>
<td>Use of Council funding options</td>
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<td></td>
<td>Increase in affordable housing supply</td>
<td>Investment returns 0% - 15% plus. Greater the risk higher the return</td>
<td>Up-scaling public land</td>
<td>Development funding investment returns</td>
<td>Investor/landlord guarantee underwriting</td>
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<tr>
<td>Invest to earn</td>
<td>Pump priming land for housing development</td>
<td>Yields on long term investment income to be net of all operating costs</td>
<td>Pump priming housing development through forward infrastructure</td>
<td>Infrastructure forward funding returns</td>
<td>Resource use of Council expertise on land, planning, estates, housing and fund structuring</td>
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<td></td>
<td>Increasing council tax and business rate growth</td>
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<td>Joint equity investor partnerships</td>
<td>JV shell company equity returns</td>
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<td></td>
<td>Supports economic and infrastructure growth</td>
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<td>Forward funding development</td>
<td>Strategic project management fee returns</td>
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<td>Committed sums returns</td>
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<td>Council acquisition of completed developed assets for long term secure income</td>
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11. HOW CAN WE ORGANISE AND FORM TO DELIVER – the Functionality

a. But just don’t think you can bringing a new team in or mix existing skills - it requires commercial leadership, land, property business development and delivery skills to make the transformation
b. Governance changes to operate at fleet of foot

c. Different culture thinking

Marshalling Function

Assembling and master planning place, land for economic growth, planning and development by obtaining planning and delivering strategic infrastructure and place offering.

Value uplift of land and place that drives aspiration and prosperity.

Delivery Function

Delivery: Schemes/projects once marshalled are delivered in response to market conditions, forming economic development partnerships and contracting to deliver the marshalled place master plan managing aspiration and driving prosperity. Increasing property values to improve economic activity and the attractiveness of Bury as a place to live and work.
12. SHAPING THE FUNCTIONALITY AND SKILLS CAPACITY OF THE GROWTH DIRECTORATE

Executive Directorate - Business Growth form

- Council Enabling Growth Core Services
  - Building Control
  - Development management
  - Economic planning and development

- Economic Infrastructure & Town Centre Regeneration
  - Strategic land planning and development
  - Commercial estates/regeneration
  - Housing development & delivery
  - Architectural services

- HRA/Fund Structure
  - Investment management/income growth
  - Development investment appraisals
  - Investment golden rules management

- Dev Co/Fund Co
  - Housing & Wellbeing Growth
    - Strategic housing growth & business planning
    - ALMO service growth
    - Asset Management
    - Management agreement
    - Governance
    - General fund returns management

- ALMO Affordable Housing
  - Strategic housing growth & business planning
  - ALMO service growth
  - Asset Management
  - Management agreement
  - Governance
  - General fund returns management
13. PROPOSED BUSINESS GROWTH DIRECTORATE TEAM STRUCTURE

First phase interim transformation to resourcing growth

Executive Directorate - Business Growth form. 2nd Stage and phased in line with service reviews
GOVERNANCE, PORTFOLIO AND LEADERSHIP

Governance restructuring for growth

- Strategic business objectives
- Leadership and coordination
- Culture shift to business development can do

SLT
- Updating on growth
- Sign off of growth Board papers

Term of reference - briefing Leader on business growth activity
Agreement on Growth board agenda/papers for submission

Growth Board
- Strategic business terms of reference
- Membership review

Growth Management team
Portfolio—change to Leadership briefing
15. EVOLVING IMPLEMENTATION

Based on the straw man review of the growth plan ambitions and identified leadership and business objectives required to deliver income generating business growth these are the recommendations and transformation needed:

- Working group made up of Exec team to agree people changes and team transformation
- Budget identified for business growth and resourcing activity
- Immediately implement project to look at HRA headroom/investment/treasury vehicle and place shaping development company to raise investment funds
- ALMO – strategic leadership moves to growth and meeting held with Savills before final report to consider findings and provide steer on growth strategy as a master developer enabling and facilitating economic and housing growth
- Implement recommendations set out in interventions and transformation table
- Governance proposal adopted and terms of reference formed/agreed
- Expertise is deployed to support the growth transformation and transition of council services to manage budget reduction and map timing of growth income. Expertise required in the form of:
  - Housing regeneration in feasibility, preconstruction and project delivery
  - Financial strategic business planning and risk to model business cash flowing
  - Governance and ALMO management agreement review and implementation
  - Business transformation expertise to support across all service transformation
  - Strategic asset management strategy development of Council commercial assets and ALMO assets to formulate/explore early capital receipts and reinvestment plans

Implementation timing

- Timescale to be agreed with Chief Executive and Executive Team
- Project plan to be prepared
- Agreement to present to Leader on the strategy for growth