

AGENDA FOR CABINET



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To: All Members of Cabinet

Councillors : E O'Brien (Leader and Cabinet Member, Strategic Growth) (Chair), C Cummins (Cabinet Member, Housing Services), R Gold (Customer Service, Communications and Corporate Affairs), C Morris (Cabinet Member, Culture, Economy & Skills), A Quinn (Cabinet Member, Environment, Climate Change and Operations), L Smith (Deputy Leader and Cabinet Member, Children and Young People), T Tariq (Adult Care, Health and Public Service Reform), S Thorpe (Deputy Leader, Finance and Transformation) and S Walmsley (Cabinet Member, Communities and Inclusion)

Dear Member/Colleague

Cabinet

You are invited to attend a meeting of the Cabinet which will be held as follows:-

Date:	Wednesday, 3 December 2025
Place:	Council Chamber - Town Hall
Time:	6.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Members of Cabinet are asked to consider whether they have an interest in any of the matters of the Agenda and, if so, to formally declare that interest.

3 PUBLIC QUESTION TIME

Questions are invited from members of the public about the work of the Cabinet.

Notice of any question must be given to Democratic Services by midday on Monday, 1 December 2025. Approximately 30 minutes will be set aside for Public Question Time, if required.

4 MEMBER QUESTION TIME

Questions are invited from Elected Members about items on the Cabinet agenda. 15 minutes will be set aside for Member Question Time, if required.

Notice of any Member question must be given to the Monitoring Officer by midday Friday, 28 November 2025.

5 MINUTES *(Pages 5 - 12)*

Minutes from the meeting held on 5 November 2025 are attached.

6 NORTHERN GATEWAY, WESTERN ACCESS SCHEME: APPROVAL OF MAIN CONSTRUCTION CONTRACT TO UNDERTAKE PRE-CONSTRUCTION AND CONSTRUCTION STAGE ACTIVITIES *(Pages 13 - 34)*

Report of the Leader and Cabinet Member for Strategic Growth is attached.

7 HOUSES IN MULTIPLE OCCUPATION SUPPLEMENTARY PLANNING DOCUMENT - CONSULTATION DRAFT *(Pages 35 - 64)*

Report of the Leader and Cabinet Member for Strategic Growth is attached.

8 PRESTWICH VILLAGE REGENERATION PROJECT: PHASE 1B AND 2 DEVELOPMENT STRATEGY *(Pages 65 - 78)*

Report of the Leader and Cabinet Member for Strategic Growth is attached.

9 CORPORATE PLAN QUARTER TWO 2025-26 PERFORMANCE & DELIVERY *(Pages 79 - 108)*

Report of the Deputy Leader and Cabinet Member for Finance and Transformation is attached.

10 DRAFT 2026/27 REVENUE BUDGET *(Pages 109 - 130)*

Report of the Deputy Leader and Cabinet Member for Finance and Transformation is attached.

11 ADULT SOCIAL CARE PERFORMANCE QUARTER TWO REPORT 2025/26 *(Pages 131 - 154)*

Report of the Cabinet Member for Adult Care, Health and Public Service Reform is attached.

12 NEIGHBOURHOOD SUPPORT HOUSING SERVICES - YOUNG PEOPLE'S ACCOMMODATION & SUPPORT TENDER - PART A *(Pages 155 - 162)*

Report of the Cabinet Member for Adult Care, Health and Public Service Reform is attached.

13 HOUSING MAJOR WORKS PROGRAMME 2025/26 - PART A *(Pages 163 - 168)*

Report of the Cabinet Member for Housing Services is attached.

14 AB ELECTRICAL EICR AND LD2 SERVICES CONTRACT AWARD DECISION *(Pages 169 - 172)*

Report of the Cabinet Member for Housing Services is attached.

15 LOCAL AUTHORITY HOUSING FUND, ROUND 3, (LAFH) *(Pages 173 - 182)*

Report of the Cabinet Member for Housing Services is attached.

16 DIRECT AWARDS TO EXISTING HIGHWAYS CONTRACTORS POST-FRAMEWORK EXPIRY

This item has been withdrawn from the agenda.

17 URGENT BUSINESS

Any other business which by reason of special circumstances the Chair agrees may be considered as a matter of urgency.

18 EXCLUSION OF PRESS AND PUBLIC

To consider passing the appropriate resolution under Section 100 (A)(4), Schedule 12(A) of the Local Government Act 1972, that the press and public be excluded from the meeting for the reason that the following business involves the disclosure of exempt information as detailed against the item.

19 NEIGHBOURHOOD SUPPORT HOUSING SERVICES - YOUNG PEOPLE'S ACCOMMODATION & SUPPORT TENDER - PART B *(Pages 183 - 186)*

Report of the Cabinet Member for Adult Care, Health and Public Service Reform is

attached.

20 HOUSING MAJOR WORKS PROGRAMME 2025/26 - PART B *(Pages 187 - 190)*

Report of the Cabinet Member for Housing Services is attached.

Minutes of: CABINET

Date of Meeting: 5 November 2025

Present: Councillor E O'Brien (in the Chair)
Councillors C Cummins, R Gold, C Morris, A Quinn, L Smith,
T Tariq, S Thorpe and S Walmsley

Also in attendance: Councillors S Arif, R Bernstein and M Smith

Public Attendance: One member of the public was present at the meeting.

Apologies for Absence: None

CA.65 APOLOGIES FOR ABSENCE

There were no apologies received.

CA.66 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA.67 PUBLIC QUESTION TIME

The following question was submitted in advance of the meeting by a member of the public, Marlene Dawson:

When is it proposed to replace the picture of Queen Elizabeth II with that of King Charles III in the Council Chamber?

Responding, Councillor Gold advised that Bury Council has two official portraits of His Majesty King Charles III: one which is currently used for Citizenship ceremonies, and another which is displayed in the Mayor's Parlour for formal occasions. The intention is to replace the portrait of Her Late Majesty Queen Elizabeth II in the Council Chamber with a portrait of King Charles III as part of a future refurbishment of the Chamber. He undertook to ensure that a discussion around changing the photo sooner is had outside this meeting and thanked Ms Dawson for raising this. He advised that the reason the picture of the late Queen has been kept is a sentimental one, as she opened the Town Hall and was present for the unveiling foundation stone in 1937.

Ms Dawson replied that it's symptomatic that you stop seeing familiar things around you. She expected there to be pictures of the King elsewhere, but the meetings are permanent records for posterity.

CA.68 MEMBER QUESTION TIME

There were no Member questions.

CA.69 MINUTES

It was agreed:

That the minutes of the meeting held on 15 October 2025 be approved as a correct record.

CA.70 NORTHERN GATEWAY (TRANSPORT FRAMEWORK DOCUMENT; SOCIAL VALUE STRATEGY; MDC BUSINESS PLAN AND ANNUAL DELIVERY PLAN) - PART A

The Leader and Cabinet Member for Strategic Growth presented a report regarding the development of a Northern Gateway Transport Framework Document, Social Value Strategy and accompanying Delivery Plan, and an updated 5-year Business Plan and accompanying Delivery Plan. This was the next step to move forward with delivery of a site that can deliver a generation of job creation, and as such there was a need to ensure it is well connected by public transport and is delivered in a way that benefits local people and maximises social value as much as possible.

In response to Members' questions it was noted that the investment needed was being quantified, but major work was underway to develop a funding mechanism that works for public and private sectors. This report ensured that expectations were more than a wish list; that they were formally set out and the means of who would provide funding, for what, and when, could be established. Members discussed the commitment to Real Living Wage and GM Good Employment Charter employers, and noted this set out the intention of good quality jobs and good quality employers for the project, and would hopefully attract similar employers for the site.

With regards to transport, it was noted that the 60% estimated car use to the site was an achievable target, and still marked an improvement on current commuting. Members recognised the importance of securing public transport to the site, and it was noted as additional investment and transport comes forward and the public transport system improves, we can improve this ratio and secure opportunities for all residents across the borough. In response to a Members question regarding the benefits to small, local businesses, it was noted that existing GM experience and the Social Value Strategy allowed for this; to influence those responsible for the procurement to look for local opportunities through supply chains, starting with Bury before moving further out, and showcasing the benefits of using local businesses and labour.

Decision:

Cabinet:

1. Endorsed the Northern Gateway Transport Framework Document and delegated authority to the Executive Director (Place – Business, Growth and Infrastructure) to make adjustments to the document as the Northern Gateway project progresses;
2. Endorsed the Northern Gateway Social Value Strategy and Delivery Plan and delegated authority to the Executive Director (Place – Business, Growth and Infrastructure) to make adjustments to the documents as the Northern Gateway project progresses;
3. Noted the implementation of the MDC Business Plan and annual Delivery Plan in advance of MDC implementation to enable the work of the Northern Gateway Strategic Board to move forward at pace and delegated authority to the Executive Director (Place – Business, Growth and Infrastructure) to make adjustments to it as the project progresses;

4. Noted the MDC Business Plan and annual Delivery Plan will be brought back to Cabinet for final approval once the MDC Board has been established and has formally approved the documents; and
5. Noted the Rochdale Borough Council's intention to take a similar report to their Executive.

Reasons for the decision:

- The Northern Gateway Transport Framework Document (TFD) sets out the transport vision for the site and its endorsement will support sound decision making through the planning process alongside Supplementary Planning Documents. The framework will also be a critical tool in making the case for and securing the investment needed to deliver the required transport infrastructure, from a number of funding sources, including financial and non-financial contributions from the private sector.
- The endorsement of the Northern Gateway Social Value Strategy and Delivery Plan will support with maximising the benefits of commissioning for projects associated with Northern Gateway. The aligned social value priorities presented within the Strategy will mean that, irrespective of the organisation commissioning work on behalf of Northern Gateway, tangible and quantifiable outcomes will be realised for the communities and businesses of Bury and Rochdale. The Strategy and Delivery Plan will also provide a basis for provision of joined-up social value in advance of the implementation of the MDC.
- The noting of the MDC Business Plan and annual Delivery Plan will enable the Northern Gateway Strategic Board to move forward at pace with critical path workstreams identified as essential to drive forward the delivery of the site.

Alternative options considered and rejected:

- The development of a Transport Framework is a best practice planning requirement to set the vision led strategy for the site. The public sector has developed the TFD to ensure it adequately reflects planning and transport policy requirements and can be applied to applications across the site as they come forward. Alternative option for each developer to produce a Transport Plan for individual application areas, risking a non-cohesive approach.
- Continue to provide social value based on commissioning organisations' individual social value objectives. Whilst on occasion this would mean the residents and businesses of Bury solely benefit from social value outcomes, there would also be occasions where no positive outcomes were realised within Bury. This option does not reflect the agreed cross-border, joined-up approach to working for Northern Gateway, nor does it maximise the social value opportunities associated with the scale and longevity of the site.
- Continue to work to the approved 2024 / 25 Business Plan, for which many of the workstreams are well advanced, and wait until formal implementation of the MDC Board before endorsement of the MDC Business Plan and annual Delivery Plan. As the MDC implementation is not anticipated until early 2026, interim workstreams would need to be agreed and put in place to direct work going forward for the intervening period.

CA.71 COUNCIL TAX SUPPORT SCHEME 2026

The Deputy Leader and Cabinet Member for Finance and Transformation presented a report regarding the Council's Council Tax Support (CTS) scheme, which had been reviewed to ensure it remains fair, efficient, and sustainable. Three alternative models had been modelled to explore simplification and fairness, with option 3 recommended for approval to go out for public consultation:

- 20% minimum payment
- Only earned income included in assessment
- £8k capital limit
- £40.00 flat non dependant deduction
- Higher income 'bands' used for assessment

This increases average awards, benefits 88% of claimants, reduces administrative burden and only cost £65k more than the current scheme. It was noted the scheme only applied to working age residents.

Decision:

Cabinet:

1. Approved a consultation to present options to move to a CTS scheme based on the principles of Option 3 (an earnings-only assessment, £8k capital limit, £40 flat deduction, higher income bands. Increases average awards, benefits 88 per cent of claimants, and costs only £65k more than the current scheme);
2. Agreed that officers prepare the final scheme parameters, conduct a full EIA, and undertake statutory consultation; and
3. Noted that adoption must be by Full Council and that equality compliance, UC alignment, and administrative readiness be confirmed before implementation in 2026/27.

Reasons for the decision:

Option 3 is identified as the most viable reform option based on analysis.

Alternative options considered and rejected:

- Option 1: Reduced capital limit (£6k), higher B and C cap, £65 flat non-dependant deduction. Yields large savings (£6.8m) but severe losses for 99% of claimants.
- Option 2: Retains £8k capital limit, £40 flat non dependant deduction, up to 100% support. Produces £3.4m savings but reduces generosity and removes support for many families with children.

CA.72 APPROVAL OF DOMESTIC ABUSE RELATED CONTRACTS FOLLOWING PROCUREMENT EXERCISE

The Cabinet Member for Communities and Inclusion presented a report regarding a commissioning exercise to secure refreshed Safe Accommodation provision up to March 2028, as part of Bury's Domestic Abuse Safe Accommodation Strategy approved by Cabinet in April. The Strategy had informed the Council's commissioning intentions to secure future provision based on local insight. The Social Value Strategy allowed for this, to influence those responsible for the procurement.

In response to Members' questions, it was noted that, in awarding contracts like this, it was crucial that the organisation was in-line with the Council's principles. A number of deliverables were set out in the management agreement with Safenet, and quality would be assessed through regular monitoring.

Decision:

Cabinet:

1. Approved the award of Domestic Abuse Safe Accommodation provision to Safenet for a two year & five month term with a total contract value of £917,935 (£379,835 x 2 years + 5/12 taking to end of March 2028) following a competitive tender process; and
2. Approved the award of core IDVA provision to Safenet for a two year & five month term with a total contract value of £724,635 (£299,849 x 2 years + 5/12 taking to end of March 2028) following a competitive tender process.

Reasons for the decision:

- The Safe Accommodation strategy delivers on a statutory requirement within the Domestic Abuse Bill to review and ensure provision to meet local need. This contract award secures provision to meet such requirements, having undertaken a competitive process to source a provider.
- A competitive tendering process under the Procurement Act 2023 was advertised with multiple applications received across the two contracts which were assessed and moderated to determine the most advantageous tender.

Alternative options considered and rejected:

- Do nothing – this was not a viable option given the requirement to deliver against the Domestic Abuse Bill and given that existing contracts were coming to an end.
- Deliver in-house – this was not a viable option given the specialist nature of support and in particular for the IDVA roles the need for independence.
- Extend existing contracts – this was rejected in order to meet procurement guidelines and to not run an exercise with an updated approach would fail to capitalise on the journey made in recent years but more importantly miss the opportunity to further tailor and target the focus of such support provision.

CA.73 BELL GROUP DAMP AND MOULD SERVICES CONTRACT AWARD DECISION

The Cabinet Member for Housing Services presented a report regarding a contract for the delivery of Reactive Damp, Mould Treatment and Ancillary Works within Housing Services. In response to Members' questions it was noted that the contract would be implemented as soon as the report was agreed. There was ambition to eventually have this service in-house, but this contract allowed residents to have their requirements met within required timescales while in-house resources were developed. It was noted that Bell Group had a strong reputation in this area, but that the contract would be managed and monitored regularly through the use of KPIs. Members discussed the importance of Awaab's Law, responding to residents and ensuring the balance of power between residents and landlords was more even, and noted that GM was the first City Region to adopt the Good Landlord Model and, as such, housing standards across private rented, social, or Council housing should improve.

Decision:

Cabinet approved the award of the new Damp, Mould Treatment and Ancillary Works Contract to Bell Group for 36 months until November 2028.

Reasons for the decision:

The contract delivers Landlord Statutory Compliance Services under Awaab's Law on behalf of the Council.

Alternative options considered and rejected:

None.

CA.74 APPOINTMENTS UPDATE

The Cabinet Member for Customer Service, Communications and Corporate Affairs presented a report regarding amendments to the appointments made at the Annual Council meeting in response to changes in the Conservative Group

Decision:

Cabinet noted the changes.

Reasons for the decision:

N/A

Alternative options considered and rejected:

N/A

CA.75 URGENT BUSINESS

There was one item of urgent business.

CA.76 FREEDOM OF THE BOROUGH

The Leader and Cabinet Member for Strategic Growth presented a report regarding nominations for Freedoms of the Borough, as agreed by Group Leaders at Democratic Arrangements Forum. The Leader briefly paid tribute to Councillor Joan Grimshaw, for her decades of service and breadth of the work and support she had provided, and to Keith and Helen Atkinson, who have done amazing things for Looked After Children in the borough for decades along with wider fostering support. It was noted that the ceremony would be held in January, subject to Council approval.

Decision:

Cabinet approved the nominations of Keith and Helen Atkinson and Councillor Joan Grimshaw for Council approval, and agreed that a ceremony be arranged for January 2026.

Reasons for the decision:

To recognise the nominees' achievements as well as their exceptional service.

Alternative options considered and rejected:

None.

CA.77 EXCLUSION OF PRESS AND PUBLIC**Decision:**

That the press and public be excluded from the meeting under Section 100 (A)(4), Schedule 12(A) of the Local Government Act 1972, for the reason that the following business involves the disclosure of exempt information as detailed against the item.

CA.78 NORTHERN GATEWAY (TRANSPORT FRAMEWORK DOCUMENT; SOCIAL VALUE STRATEGY; MDC BUSINESS PLAN AND ANNUAL DELIVERY PLAN) - PART B

The Leader and Cabinet Member for Strategic Growth presented the Part B report containing the full financial information.

Decision:**Cabinet:**

1. Endorsed the Northern Gateway Transport Framework Document and delegated authority to the Executive Director (Place – Business, Growth and Infrastructure) to make adjustments to the document as the Northern Gateway project progresses;
2. Endorsed the Northern Gateway Social Value Strategy and Delivery Plan and delegated authority to the Executive Director (Place – Business, Growth and Infrastructure) to make adjustments to the documents as the Northern Gateway project progresses;
3. Noted the implementation of the MDC Business Plan and annual Delivery Plan in advance of MDC implementation to enable the work of the Northern Gateway Strategic Board to move forward at pace and delegated authority to the Executive Director (Place – Business, Growth and Infrastructure) to make adjustments to it as the project progresses;
4. Noted the MDC Business Plan and annual Delivery Plan will be brought back to Cabinet for final approval once the MDC Board has been established and has formally approved the documents; and
5. Noted the Rochdale Borough Council's intention to take a similar report to their Executive.

Reasons for the decision:

As set out for the Part A report.

Alternative options considered and rejected:

As set out for the Part A report.

COUNCILLOR E O'BRIEN
Chair

(Note: The meeting started at 6.00 pm and ended at 6.48 pm)

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	03 December 2025
Subject:	Northern Gateway, Western Access scheme: Approval of Main Construction Contract to undertake Pre-construction and Construction Stage activities.	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

1. On 12th February 2025, Cabinet approved the appointment of Balfour Beatty Uk Ltd as the Western Access scheme’s main construction Contractor to undertake Pre-Construction stage work packages required to progress the Western Access scheme’s Outline Business Case (OBC) and develop associated concept designs.
2. Cabinet delegated the finalisation and sealing of a Pre-Construction services contract, including appropriate break clauses, together with the final acceptance of a contract sum up to a maximum of £600,000, to the Director of Law and Democratic Services in consultation with the Executive Director of Place and the Council Leader and Cabinet Member for Strategic Growth.
3. In line with these Cabinet approvals and to meet the strict timeframes and requirements of the Western Access scheme Investment Zone Grant Funding Agreement that was approved by Cabinet at its November 2024 meeting, an initial Pre-Construction services contract was subsequently finalised and sealed by the Council and Balfour Beatty on 6th May 2025.
4. This Pre-Construction services contract covers a series of initial activities to develop the Western Access scheme OBC. These activities fall within Stage 2a of the SCAPE Framework which is the procurement framework through which Balfour Beatty have been appointed by the Council.
5. Balfour Beatty has made substantive progress with these initial pre-construction activities to advance the preparation of the scheme OBC. Importantly, these activities have included working with the Council to define and agree the terms and conditions, scope of works and contract price for the Western Access scheme’s Main Contract. The Main Contract will supersede the initial Pre-Construction contract and will encompass all the remaining work packages which are required to be completed during the next phases of the Western Access scheme’s project lifecycle. In summary these phases are:
 - Pre-construction SCAPE Stage 2b (Finalisation of the OBC, Preliminary Designs/ Planning Designs (RIBA 3), Preparation of Planning Application, Undertake comprehensive programme of on/ off site surveys),

- Pre-construction SCAPE Stage 3 (Full Business Case, Detailed Designs/ technical designs (RIBA 4)).
 - Construction SCAPE Stage 4 (Construction Delivery (RIBA 5)).
6. This report seeks Cabinet's approval to delegate the acceptance of a final contract sum for the next phase of the scheme's Pre-construction stage (Stage 2b – as outlined above), and to delegate finalisation of the associated NEC4 ECC Option C X22 Main Contract, including any clarifications, to the Director of Law and Democratic Services in consultation with the Executive Director of Place and the Council Leader and Cabinet Member for Strategic Growth.
7. The report seeks Cabinet approval of the recommendations as identified in this report.

Recommendation(s)

8. It is recommended that Cabinet:
- a. Delegate final acceptance of a final contract sum, up to a provisional maximum of £2,830,403 covering the finalisation of the Outline Business Case stage work packages (Stage 2b), to the Director of Law and Democratic Services in consultation with the Executive Director of Place and Director of Finance and the Council Leader and Cabinet Member for Strategic Growth.
 - b. Delegate finalisation of the Main Pre-Construction and Construction Contract (NEC4 ECC Option C X22 contract) including appropriate break clauses, to the Director of Law and Democratic Services in consultation with the Executive Director of Place and the Council Leader and Cabinet Member for Strategic Growth.

Reasons for recommendation(s)

9. Significant progress is now being made to progress the delivery of the Northern Gateway (*'Places for Everyone' Joint Development Plan* allocation JPA 1.1), which is the largest designated development site in the Atom Valley Mayoral Development Zone (MDZ) and has been confirmed as one of two Investment Zones within Greater Manchester. In support of this, and in recognition of the scale and opportunity provided by the site, work is ongoing to implement a Mayoral Development Corporation for Northern Gateway, which will support engagement with government departments, public agencies, private sector landowners and developers to drive investment to realise the shared public sector vision for the regeneration of the area, which is a location that has been amongst the most economically deprived in GM and nationally.

10. The Western Access scheme (Pilsworth Road Corridor Improvements) is a cross-boundary scheme with Rochdale Council. It will provide the necessary off-site, highway and transportation infrastructure required to access the early development phases of the Northern Gateway Investment Zone (IZ) site (JPA 1.1 allocation). The construction of the Western Access scheme will therefore support the creation of high quality, employment floor space, including space within the advanced manufacturing and foundational sectors. The Northern Gateway Joint Venture submitted an outline planning application (all matters reserved) in April 2025 to both Bury and Rochdale Councils for an area of up to 6.5m sq ft of development on land at JPA 1.1. This outline planning application is currently being determined.
11. The Western Access Outline Business Case (OBC) will identify a preferred option for the scheme, produce associated Concept Designs (RIBA 2) and Preliminary Designs (RIBA 3) and an updated scheme budget estimate. Importantly, the OBC will also provide the robust strategic, economic and financial cases for the scheme. In turn this will then provide the firm foundation for the development of the subsequent Full Business Case (FBC), which will confirm detailed designs and costings. The preparation of the OBC (including identification of a preferred scheme option) and FBC will be in line with HM Treasury's 'Green Book' business case procedure, and the associated development of the scheme's planning designs and costings in line with the RIBA 3 planning stage and RIBA 4 detailed design/technical design stage.
12. Investment Zone (IZ) year one revenue grant funding was allocated to the Western Access scheme from 1st April 2024. Following Cabinet's approval of the Grant Funding Agreement (GFA) in November 2024, the year one grant (£800,000) has already been released. In September 2025, the GMCA and Council also signed a Deed of Variation to the original GFA that now releases the Year 2 revenue grant (£500,000) and the advanced payment of the Year 3 revenue grant (£200,000). In addition to the release of the above grant payments to the Council, the GMCA has also confirmed that it will use its own financial capacity to fund the continued pre-development cost requirements for Western Access in line with the cashflow needs of the project.
13. Given there is sufficient budget to cover Stage 2B pre-construction costs to finalise the scheme OBC, there continues to be an urgent need to swiftly and flexibly progress the development of the Western Access scheme in order to meet the challenging grant funding milestone deadlines which are attached to the release of the IZ grant. These GFA milestones include the production and approval of the Western Access scheme's OBC and associated RIBA 3 planning designs during 2026, and thereafter the production of the scheme FBC and RIBA 4 technical designs and costings by early 2027.
14. In compliance with the above, an initial pre-construction contract (ECSC) with Balfour Beatty is already in place but the Main Pre-Construction and Construction Contract (NEC4 ECC Option C X22 contract agreement) is now required to be

finalised that will cover the remaining Pre-Construction Stages of the scheme in line with the SCAPE procurement framework requirements.

Alternative options considered and rejected

15. That the recommendations are not approved, and the Year 1, Year 2 and Year 3 Investment Zone revenue grant funding totalling £1.5M is not fully utilised, with the funding being reallocated elsewhere in Greater Manchester. This presents a high risk to the delivery of the Places for Everyone joint development plan and specifically, the delivery of the Western Access scheme and the Northern Gateway Investment Zone (JPA1.1 allocation).
16. Delaying the approval of the Main Pre-Construction and Construction Contract (NEC4 ECC Option C X22) Contract will delay the finalisation of the Western Access scheme Outline Business Case (OBC), production of associated RIBA 3 planning designs and the preparation and submission of a scheme planning application. Consequently, this will delay the delivery of the Full Business Case (FBC) / RIBA 4 technical design stage during 2026 and thereafter delay the start of the construction delivery (RIBA 5 stage), which under the grant funding requirements should commence by April 2027 and be completed by March 2029. Non-compliance with funding requirements would present a significant risk to the receipt of Investment Zone grant funding.
17. Delaying the Western Access scheme OBC, FBC and construction delivery stages will jeopardise the delivery of the early phases of the Northern Gateway site development. The delivery of the Western Access scheme is critical to providing the necessary highway capacity and associated sustainable transportation improvements required to unlock the initial phases of Northern Gateway for a national-scale employment opportunity.
18. Delaying the delivery of the Western Access scheme would erode confidence in the Council's ability to deliver a key strategic priority for both Bury Council and its strategic partners, including Rochdale Borough Council, Greater Manchester Combined Authority, Transport for Greater Manchester and National Highways. Delaying the delivery of the Western Access scheme would undermine supporting the delivery of a number of major, corporate strategies and Team Bury initiatives including the Council's 'Let's Do It' Vision and Strategy, Northern Gateway Strategic Development Vision, Atom Valley MDZ Vision and emergent Mayoral Development Corporation, Northern Gateway Development Framework (supplementary planning document), Bury's Economic Strategy, the emergent Greater Manchester Transport Strategy, amongst others.

Report Author and Contact Details:

Name: Richard Spensley

*Position: Major Projects Manager
Department: Business, Growth and Infrastructure
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Background and Purpose of Report

19. Contract Appointment of the main Construction Contractor:

20. At its meeting on 25th September 2024, Cabinet approved the procurement of a contractor utilising Investment Zone revenue grant funding to advance the Northern Gateway site in accordance with the Council's Contract Procedure Rules. As a framework for progressing this procurement, Cabinet also endorsed the Western Access Procurement Strategy.
21. On 6th November Cabinet subsequently accepted receipt of the IZ grant funding in line with the Grant Funding Agreement which stipulated that the procurement of a contractor (and its multi-disciplinary team) should occur during November 2024 and a contract (initially covering the scheme's pre-construction stages) to be awarded by February 2025.
22. As reported to Cabinet on 12th February 2025, to expedite the Western Access scheme's pre-construction stages to achieve these critical grant funding milestones, the Council investigated a number of contractor procurement frameworks and associated contract mechanisms which are fully compliant with the Public Contract Regulations 2015, and Bury's Corporate Procurement and Contract Procedure Rules, and aligned to the agreed Western Gateway Procurement Strategy. As a result of this procurement exercise, the SCAPE Single Supplier Partner Civils Framework was identified as the preferred route to procurement, with Balfour Beatty UK Ltd being the Tier 1, national civil engineering partner on the framework. Balfour Beatty has a long-established, proven track record in designing and delivering highway and transportation civils schemes like the proposed Western Access improvements and has worked extensively across the Northwest Region for other local authorities and with National Highways.
23. A two stage Design & Build contracting arrangement is being followed for the delivery of the Western Access scheme. This contract arrangement is a 'tried and tested' / industry standard mechanism and is one which the Council has successfully utilised on other major construction schemes, including the Levelling Up schemes in Bury and Radcliffe.
24. As well as being responsible for the development of the scheme's design, as part of the two stage Design & Build contract procurement, Balfour Beatty is also providing early-stage construction involvement and advice to further inform aspects concerning the scheme's deliverability and buildability. The two stage Design & Build contracting arrangement that covers both the Pre-Construction Stage and

Construction Stage, secures Balfour Beatty for the full duration of the Western Access project lifecycle.

25. On 12th February 2025, Cabinet approved the appointment of Balfour Beatty Uk Ltd as the Western Access scheme's main construction Contractor to undertake Pre-Construction stage work packages required to progress the WA scheme's Outline Business Case (OBC) and associated concept designs.
26. Cabinet delegated the finalisation and sealing of a Pre-Construction services contract including appropriate break clauses, together with the final acceptance of a contract sum up to a maximum of £600,000, to the Director of Law and Democratic Services in consultation with the Executive Director of Place and the Council Leader and Cabinet Member for Strategic Growth.
27. In line with these Cabinet approvals and in order to adhere to the strict timeframes and requirements of the Western Access scheme Investment Zone Grant Funding Agreement that was approved at the November 2024 Cabinet meeting, an initial Pre-Construction services contract was subsequently finalised and sealed by the Council on 6th May 2025.
28. This Pre-Construction services contract (which is an NEC 4 ECSC – Engineering and Construction Short Contract form of agreement) covers a series of initial activities undertaken by Balfour Beatty and which are required to progress the scheme's OBC. These ECSC contract activities are aligned to Stage 2a of the SCAPE Civils Infrastructure Framework. In summary, these initial SCAPE Stage 2a activities cover:
 - Procurement and appointment by Balfour Beatty of its multi-disciplinary team (ie. Design Partner).
 - Traffic junction modelling and scheme optioneering undertaken by Balfour Beatty's Design Partner to identify a preferred Western Access scheme option (Preferred Way Forward).
 - Preparation of Concept Designs (RIBA Stage 2) for a preferred scheme option.
 - Produce a revised Budget based on the preferred scheme option and associated Concept Designs.
 - Pre-application planning consultations with the local planning authorities.
 - Development of the scheme draft Outline Business Case.
 - Identification of survey requirements and production of scoping information to define a comprehensive programme of site survey work.
 - Undertake non-intrusive surveys and walkovers.
 - Develop a detailed scope of services for SCAPE Stage 2b (ie. OBC Finalisation) and Stage 3 (ie. Full Business Case) for inclusion in the Main Pre-Construction and Construction Contract (which will be a NEC4 ECC Option C X22 contract form of agreement), and to define and agree the terms and conditions for this NEC4 ECC Option C X22 contract.

29. Since the ECSC contract was finalised and signed in early May, Balfour Beatty has made substantial progress to advance all the above pre-construction activities as required by the ECSC contract. Importantly, this includes work to define and agree both the terms and conditions for the Main Contract (NEC4 ECC Option C X22), and the associated scope and price of services for the next stage of the Pre-construction period which in summary encompasses:

- SCAPE Stage 2b:

- Finalisation of the Western Access OBC
- Preparation of Preliminary Designs (RIBA 3 Planning Designs)
- Preparation of Western Access scheme Planning Application
- Undertaking a comprehensive programme of site surveys, including invasive and non-invasive surveys.

30. This report seeks Cabinet's approval to delegate the acceptance of a final contract sum covering the above pre-construction stage activities for SCAPE Stage 2b, and to delegate finalisation of the associated Main Contract (NEC4 ECC Option C X22 form of agreement), including any clarifications to the Director of Law and Democratic Services in consultation with the Executive Director of Place and the Council Leader and Cabinet Member for Strategic Growth.

31. To minimise the Council's commercial risk, this Main Pre-construction and Construction stage (Design & Build) contract will include break clauses that would allow the Council to terminate the contract without incurring any contract penalties if, in the unlikely event, scheme circumstances were to change (eg. if grant funding was no longer made available in future years), or if for example, the contractor and / or its multi-disciplinary team, were to fail satisfying key performance indicators as specified in the contract particulars.

32. An additional mitigation that will further minimise the potential of any commercial risk to the Council, is the use of the NEC4 Option C contract form which has been chosen for the Main Contract. Option C is a risk sharing contract mechanism whereby any cost savings and importantly any potential cost overruns are shared between the Main Contractor and the Council according to pre-agreed proportions as set out in the SCAPE Framework. These pre-agreed proportions favour the Council and, in this regard, Option C acts as a mechanism that incentivises the Main Contractor to avoid any cost overruns for which it will be commercially penalised.

33. The scheme's Pre-Construction programme which has been produced by Balfour Beatty currently anticipates that SCAPE Stage 2b work packages to finalise the scheme OBC, prepare the planning/ preliminary (RIBA 3) designs, and prepare the accompanying planning application, will commence January/ February 2026 when the ECSC contract period will end, and be completed by autumn 2026.

34. In line with the above, this Cabinet report seeks the delegated approval of the final acceptance of a final contract sum up covering the next stage of the Pre-

construction period (SCAPE Stage 2b) to a maximum of £2,830,403 covering the finalisation of the OBC / RIBA 3 stage work packages.

35. This Cabinet report therefore also seeks the delegated finalisation of the Main Pre-Construction and Construction Contract (NEC4 ECC Option C X22 contract) including appropriate break clauses, to the Director of Law and Democratic Services in consultation with the Executive Director of Place and the Council Leader and Cabinet Member for Strategic Growth.
36. The Main Contract (NEC 4 ECC Option C X22) will cover the Preconstruction SCAPE Stage 2b, the subsequent Pre-construction SCAPE Stage 3 (Full Business Case / Detailed Design), and the Construction Delivery Stage (SCAPE Stage 4/ RIBA 5) which may include the delivery of any Enabling Works packages if appropriate. This is a major benefit to the Council because it means that only one contract is now required to be in place governing the full project lifecycle, and consequentially, this also means that no further costs will be incurred by the Council to negotiate and agree any further contracts with the Main Contractor.
37. A further Cabinet report is anticipated to be presented next financial year when the Stage 2b work packages to finalise the scheme OBC are anticipated to be concluded. That Cabinet report will provide a further update about scheme progress and seek Cabinet's delegated approval to accept a contract sum covering the next stage of the Pre-Construction work which will be to undertake SCAPE Stage 3 work packages to prepare the scheme Full Business Case and associated Detailed / Technical Designs and costings.
38. Looking further ahead beyond the Full Business Case stage when all the Pre-Construction scheme stages have been fully concluded, in line with the NEC 4 ECC Option C X22 contract mechanisms, a further Cabinet report will be required. That future Cabinet report – which is currently anticipated early 2027 - will seek Cabinet's approval to proceed to the Construction Delivery Stage. Specifically, that future report will cover the construction contract award (NEC 4 ECC 'Notice to Proceed') with the Main Contractor and will seek approval of the Contractor's contract sum for the construction delivery stage. In line with the Investment Zone Grant Funding Agreement, it is currently anticipated that the Western Access construction period will commence Spring 2027 with a view to being practically completed by Spring 2029.

Links with the Corporate Priorities:

1. A key part of the *Places for Everyone Plan* is to rebalance the Greater Manchester economy by significantly boosting the economic output from the north through the

delivery of new housing and employment that will benefit both Bury and its residents. The plan sets out strategic site allocations that will guide future growth and development in the Borough. The '*Let's Do It*' strategy specifically refers to *Places for Everyone* as having a key role to play in the delivery of its objectives and priorities, in addition to the Corporate Plan 2024/25 seeks to deliver the Vision for 2030 which is for the Council to Achieve Economic Growth.

2. As Bury's largest employment allocation within the *Places for Everyone Plan*, Northern Gateway (JPA 1.1 Investment Zone site allocation) supports delivery of the Vision 2030 and '*Let's Do It*' to stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation through the development of employment space to enable job creation and upskilling of residents, leading to economic growth:

Local – The Western Access scheme will create the necessary highway capacity and transportation improvements (including active travel / public transport) required to unlock the early phase delivery of the Northern Gateway Investment Zone site (JPA 1.1). By providing the catalyst for the development of the site this will support generating jobs for local people, enhancing opportunities for economic regeneration and providing links with existing and new communities.

Enterprise - The Northern Gateway project will drive economic growth and inclusion by creating more employment space for existing businesses to expand into and to encourage more local, national and international businesses to open in the Borough; helping to ensure residents have the best chance to access good jobs.

Together – Ensuring sustainable / multi-modal access into the site to maximise inclusivity and access to opportunities for members of the local community and working with partners to maximise social value opportunities to shape outcomes.

Strength - The Northern Gateway project will provide space for new and expanding local business within a site that is well connected to local communities. This will provide opportunities for community wealth building through new business start-ups, increased local spend and the adoption of new skills whilst providing opportunity for all through provision of sustainable transport modes (multi-modal / active travel, public transport).

Equality Impact and Considerations:

3. The attached Equality Impact Assessment (Appendix 1) concludes that scheme impacts are positive and will continue to be assessed as the project progresses.

Environmental Impact and Considerations:

4. Environmental impacts will continue to be assessed and monitored as project delivery (including environmental surveys and investigations) progresses during the on-going OBC / RIBA 3 planning stage and will be in-line with existing Council policies. The Northern Gateway Development Framework will seek to meet policy requirements, including physical, social and environmental impacts including biodiversity net gain. The development of the Western Access scheme OBC / RIBA 3 planning designs and subsequent FBC / RIBA 4 technical designs will be prepared within this policy context.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Reputational / Stakeholder Confidence in the ability of Bury Council to deliver objectives undermined	<ul style="list-style-type: none"> • Appointing expert / experienced main Contractor, Design Partner and project delivery team • Effective project management structures and Northern Gateway governance in place (inc. developer representatives, National Highways etc) • Appropriate contract documentation to be used, including secondary break clauses • Effective contract and cost / budget management, including scheme Cash Flow developed and monitored • Ongoing proactive approach to risk management • Funding, Stakeholder / Communication Strategies developing • Appropriate legal and procurement support in place
Delivery Site conditions / utilities – adverse / unforeseen site conditions and utilities requiring diverting / upgrading	<ul style="list-style-type: none"> • Site investigations, including as part of on-going OBC development • Utility searches • On going proactive engagement with utility companies
Design complexity – lack of clarity in objectives and operational requirements	<ul style="list-style-type: none"> • Early review of scheme SOBC (initial Feasibility Stage exercise completed, OBC optioneering undertaken, PWF progressed)

	<ul style="list-style-type: none"> • On-going, proactive involvement with scheme partners inc. BC, RBC, National Highways, TfGM during pre-construction stages • Clear objectives setting (planning, highways / public transport operations, transport modelling, compliance etc) • Engagement and consultation
Supplier risk – availability of expert contractor/s; risk of contractor failure	<ul style="list-style-type: none"> • Agreed Procurement Strategy • Public Frameworks utilised to expedite procurement, inc. early contractor involvement, ECSC contract in place • Due diligence – transfer design risk to main contractor (Design & Build) • Established contract forms utilised, including break clauses • Effective contract administration • Option C risk sharing and commercial incentivisation mechanism included in the Main Contract
Permissions – delays securing planning, highways approvals	<ul style="list-style-type: none"> • Early, on-going involvement with BC and RBC planning and highways teams to define requirements (planning applications, s278 agreement etc), agreed determination process. Cross boundary Working Group established. • Early, on-going involvement with National Highways (Western Access / M66 J3 interface) • Ensure planning strategy aligned with delivery strategy – scope and timing of JV planning application
Funding / Budget Project costs – risk that costs increase above projections	<ul style="list-style-type: none"> • IZ Grant Funding Agreement and Deed of Variation in place releasing Year 1 – 3 revenue grant funding • Scheme estimated costs continually under review (aligned to OBC / RIBA 3 design development / optioneering/ modelling/ sensitivity analysis) • Appropriate cost consultancy / cash flow modelling support • Appropriate Contingency and Optimism Bias • Agreed Procurement Framework rates • Funding Strategy under development (including claw back funding mechanisms)

	<ul style="list-style-type: none">• Contract break clauses (including X22 mechanism) in place to minimise commercial risk to the Council
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Legal Implications:

- 5.1 Relevant procurement advice was sought to appoint the contractor(s). On going legal advice in respect of the terms and conditions and any ancillary matters in relation for the project will be provided.

Financial Implications:

To be completed by the Council's Section 151 Officer.

- 6.1 This Cabinet report seeks delegated approval to accept the final contract sum covering the next stage of the Pre-construction period (SCAPE Stage 2b) to a maximum of £2.83m.
- 6.2 Balfour Beatty have submitted a price for the SCAPE Stage 2b works of £2.83m which is currently being reviewed by the Council's external professional team. The scheme's Pre-Construction programme currently anticipates that SCAPE Stage 2b work will commence during January/February 2026 and will be completed by Autumn 2026/2027.
- 6.3 Investment Zone (IZ) grant funding was allocated to the Western Access scheme from 1st April 2024. The year one (2024/25) revenue grant of £0.800m has already been released. A Deed of Variation to the original Grant Funding Agreement (GFA) has been signed that now releases the 2025/26 revenue grant of £0.500m and the advance payment of the 2026/27 revenue grant of £0.200m. Unlike the Yr 1 grant which was paid up front, the remainder of the grant is payable quarterly in arrears following submission of a grant claim.
- 6.4 The current cashflow for the scheme identifies a shortfall in the remainder of 2025/26 and 2026/27, based on a stage 2b worst case price of £2.83m plus remaining costs associated with stage 2a. GMCA has confirmed that it will use its own financial capacity to fund the continued pre-development cost requirements for Western Access in line with the cashflow needs of the project.

Appendices:

Please list any appended documents.

Appendix 1 – EqlA Adoption of Places for Everyone Plan

Background papers:

Please list any background documents to this report and include a hyperlink where possible.

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
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ECC	Engineering and Construction Contract (NEC4)
ECSC	Engineering and Construction Short Contract (NEC4)
FBC	Full Business Case
IZ	Investment Zone
JV	Northern Gateway Developer Joint Venture
MDZ	Mayoral Development Zone
NEC4	New Engineering Contract series 4
OBC	Outline Business Case
PfE	Places for Everyone
PSC	Professional Services Contract (NEC)
RIBA Stages	Royal Institute of British Architects (stages of development)
SOBC	Strategic Outline Business Case

Equality Analysis Form

The following questions will document the effect of your service or proposed policy, procedure, working practice, strategy or decision (hereafter referred to as 'policy') on equality, and demonstrate that you have paid due regard to the Public Sector Equality Duty.

1. RESPONSIBILITY

Department	Business Growth and Infrastructure	
Service	Strategic Planning and Infrastructure	
Proposed policy	Adoption of Places for Everyone Plan: A Joint Development Plan Document for nine Greater Manchester Local Authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) 2022-2039 (The Places for Everyone Plan).	
Date	20 March 2024	
Officer responsible for the 'policy' and for completing the equality analysis	Name	David Wiggins
	Post Title	Service Manager: Strategic Planning and Infrastructure
	Contact Number	0161 253 5282
	Signature	<i>D. Wiggins</i>
	Date	4 March 2024

2. AIMS

What is the purpose of the policy/service and what is it intended to achieve?	<p>'Places for Everyone' (PfE) sets out a plan for homes, jobs, and the environment across nine of the ten Greater Manchester districts (excluding Stockport). It sets out where we will build the new homes we need, where our businesses will locate to sustain and create jobs for our people, what infrastructure is needed to support the development and to protect and enhance our towns, cities and landscapes. It is proposed that the Plan will cover a timeframe up to 2039.</p> <p>Whilst one of the key purposes of PfE is to make provision for the homes and jobs needed across the plan area in a co-ordinated and managed way, it is also about establishing a framework for reducing inequalities, improving the lives of our residents and transforming Greater Manchester into a world-leading city-region.</p>
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Who are the main stakeholders?	The main stakeholders which are involved in PfE are local residents, developers, landowners, businesses, planning and development consultants, statutory consultees, infrastructure providers, interest groups and representative bodies.
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3. ESTABLISHING RELEVANCE TO EQUALITY

3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics.

If you answer yes to any question, please also explain why and how that group of people will be affected.

Protected equality characteristic	Positive effect (Yes/No)	Negative effect (Yes/No)	Explanation
Race	No	No	PfE has been subject to an Integrated Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including race.
Disability	Yes	No	<p>PfE includes policies that seek to ensure that all neighbourhoods are designed to enable residents to live healthier, happier and more fulfilling lives, with the barriers to doing so minimised as far as possible. This must include recognising and responding to the difficulties that people may face due to age, disability, illness or financial circumstances.</p> <p>The Plan has also been subject to an Integrated Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including disability.</p>
Gender	No	No	

Gender reassignment	No	No	PfE has been subject to an Integrated Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including gender reassignment.
Age	Yes	No	A number of the development allocations state that they will provide housing for elderly people. PfE has also been subject to an Integrated Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including age.
Sexual orientation	No	No	PfE has been subject to an Integrated Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including sexual orientation.
Religion or belief	No	No	PfE has been subject to an Integrated Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including religion or belief.
Caring responsibilities	No	No	
Pregnancy or	No	No	PfE has been subject to an Integrated

maternity			Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including pregnancy or maternity.
Marriage or civil partnership	No	No	PfE has been subject to an Integrated Appraisal and part of this has involved and Equality Impact Assessment which has considered in its scope, the likely effects on discriminatory practices; the potential to alter the opportunities of certain groups of people; and/or effect on relationships between different groups of people, including marriage or civil partnership.

3b. Using the drop down lists below, please advise whether or not our policy/service has relevance to the Public Sector Equality Duty.

If you answer yes to any question, please explain why.

General Public Sector Equality Duties	Relevance (Yes/No)	Reason for the relevance
Need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	No	
Need to advance equality of opportunity between people who share a protected characteristic and those who do not (eg. by removing or minimising disadvantages or meeting needs)	Yes	PfE will include policies that are specifically designed to make provision for special needs housing, including housing for the elderly as well as ensuring that all neighbourhoods are designed to enable residents to live healthier, happier and more fulfilling lives, with the barriers to doing so minimised as far as possible. This must include recognising and responding to the difficulties that people may face due to age, disability, illness or financial circumstances.
Need to foster good	No	

relations between people who share a protected characteristic and those who do not (eg. by tackling prejudice or promoting understanding)		
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If you answered 'YES' to any of the questions in 3a and 3b

Go straight to Question 4

If you answered 'NO' to all of the questions in 3a and 3b

Go to Question 3c and do not answer questions 4-6

3c. If you have answered 'No' to all the questions in 3a and 3b please explain why you feel that your policy/service has no relevance to equality.

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4. EQUALITY INFORMATION AND ENGAGEMENT

4a. For a service plan, please list what equality information you currently have available (including a list of all EAs carried out on existing policies/procedures/strategies),

OR for a new/changed policy or practice please list what equality information you considered and engagement you have carried out in relation to it.

Please provide a link if the information is published on the web and advise when it was last updated?

(NB. Equality information can be both qualitative and quantitative. It includes knowledge of service users, satisfaction rates, compliments and complaints, the results of surveys or other engagement activities and should be broken down by equality characteristics where relevant.)

Details of the equality information or engagement	Internet link if published	Date last updated
Following consultation on two		

previous drafts in 2016 and 2019 (then referred to as the GMSF), and the invitation for representation on the Publication Plan in 2021 and proposed modifications in 2023 the Inspectors have issued their conclusions that the Plan is sound and legally compliant subject to their recommended modifications.		
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4b. Are there any information gaps, and if so how do you plan to tackle them?

No

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

What will the likely overall effect of your policy/service plan be on equality?	Positive
If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?	N/A
Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.	No
What steps do you intend to take now in respect of the implementation of your policy/service plan?	<p>Should Members approve the adoption of Places for Everyone, it will become a key part of Bury's statutory development plan and its policies will be used in the determination of planning applications.</p> <p>Following adoption, there would be a six-week period for applications to challenge the plan through a Judicial Review.</p>

6. MONITORING AND REVIEW

If you intend to proceed with your policy/service plan, please detail what monitoring arrangements (if appropriate) you will put in place to monitor the ongoing effects. Please also state when the policy/service plan will be reviewed.

The PfE Joint Plan will be continually monitored in order to determine the effectiveness of its policies.

**COPIES OF THIS EQUALITY ANALYSIS FORM SHOULD BE ATTACHED TO ANY
REPORTS/SERVICE PLANS AND ALSO SENT TO YOUR DEPARTMENTAL
EQUALITY REPRESENTATIVE FOR RECORDING.**

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 03 December 2025
Subject:	Houses in Multiple Occupation Supplementary Planning Document – consultation draft	
Report of	Leader and Cabinet Member for Strategic Growth	

1. Summary

- 1.1 This report seeks approval to carry out consultation on the Draft Houses in Multiple Occupation Supplementary Planning Document (SPD) for a period of six weeks.
- 1.2 The draft Houses in Multiple Occupation SPD provides guidelines and key considerations for the determination of planning applications for Houses in Multiple Occupation. Houses in Multiple Occupation (HMOs) are properties that provide accommodation for at least three individuals who are not from one household (such as a family) but share facilities such as a kitchen or bathroom.
- 1.3 The aim of the SPD is to ensure that HMOs provide suitable living standards for future occupants and reduce potential for detrimental impacts on local communities.
- 1.4 On adoption, the SPD will be a material consideration in planning decisions. If development proposals do not comply, the SPD and the policy it supplements may be used as a reason for the refusal of planning permission.
- 1.5 It is proposed that following consultation, a final version of the Houses in Multiple Occupation SPD will be brought back to Cabinet for formal approval. On adoption, the updated SPD will replace the current SPD13: Conversion of buildings to houses in multiple occupation.

2. Recommendation(s)

- 2.1 That Cabinet:
 - i) Approves the draft Houses in Multiple Occupation SPD attached at Appendix 1 as the basis for a six-week public consultation commencing December 2025.
 - ii) Delegates approval to the Executive Director of Place to undertake the public consultation and make minor non-material modifications to the draft Houses in Multiple Occupation Supplementary Planning Document before

consultation commences.

3. Reasons for recommendation(s)

- 3.1 To ensure that all stakeholders are given the opportunity to have their say on the draft Houses in Multiple Occupation Supplementary Planning Document.

4. Alternative options considered and rejected

- 4.1 To not approve the SPD for consultation. This would prevent stakeholders from commenting on the SPD and would prevent the Council from being able to proceed to adopt the SPD because it is a statutory requirement that such documents must be consulted on before adoption.

Report Author and Contact Details:

Name: David Wiggins

Position: Service Manager: Strategic Planning and Infrastructure

Department: Business, Growth and Infrastructure

E-mail: d.i.wiggins@bury.gov.uk

5. Background

- 5.1 Houses in Multiple Occupation (HMOs) are properties that provide accommodation for at least three individuals who are not from one household (such as a family) but share facilities such as a kitchen or bathroom. HMOs form part of the Borough's housing supply and contribute to meeting housing needs. They can provide a cost-effective form of accommodation for younger people and those on low incomes. They also provide flexible accommodation for people with short-term housing requirements, and a social environment for those seeking to live with other people.
- 5.2 Most HMOs in Bury are well managed and provide decent homes, but poorly managed or located properties and over concentrations of such properties have the potential to lead to issues for both occupants and neighbours. Some of the most common concerns in relation to HMOs relate to:
- negative changes to the character of the area;
 - negative impacts on the physical environment and streetscape;
 - increased noise and disturbance;
 - pressure on parking provision;
 - waste storage and litter;
 - imbalanced and unsustainable communities, with higher levels of transience and less sustainable local services;

- the loss of family housing; and
- the provision of inadequate living accommodation for occupiers.

5.3 The current SPD13 – Conversion of buildings to houses in multiple occupation was adopted in May 2007 and presents risks of negative outcomes. It is in need of updating to enable the Council to better manage the provision of HMOs throughout the Borough, improve the standards of accommodation provided and reduce potential for detrimental impacts on local communities.

5.4 The Houses in Multiple Occupation SPD provides additional detail and guidance on the implementation of existing Development Plan policies that are used to determine proposals for Houses in Multiple Occupation. It provides guidance on some of the key issues to be considered in determining planning applications for Houses in Multiple Occupation, setting out comprehensive guidance on location requirements and design considerations for new HMOs.

6. Scope of the SPD

6.1 Whilst not a statutory development plan document, on adoption the SPD will be a material planning consideration in the determination of planning applications for HMOs. On adoption the SPD will not, however, be able to address issues in relation to existing HMOs.

6.2 Currently, existing residential dwellings (Use Class C3) can be converted through permitted development rights to HMOs for three to six people (Use Class C4) without the need for planning permission. This means that such changes of use are outside of planning control, and therefore planning policies for HMOs cannot be applied to these developments.

6.3 Alongside the revised SPD, the Council is exploring the introduction of an Article 4 Direction to require planning applications where there is a material change of use. If an Article 4 Direction is approved by Planning Control Committee (as the committee with delegated authority for Article 4 Directions), this SPD will apply to all planning applications for Houses in Multiple Occupation, including those small HMOs that are currently allowed through permitted development rights, although it would not impact on any HMO in operation before the Article 4 Direction was in place.

6.4 If an Article 4 Direction is not brought into effect, the SPD can only be applied to proposals for HMOs that currently require planning permission (i.e. HMOs for 7 or more people, those created through the conversion from non-dwelling uses or new-build HMOs).

7. Content of the SPD

- 7.1 The SPD sets out locational requirements for HMOs, to ensure HMOs are in sustainable locations and to avoid an over concentration of HMOs. The SPD includes three specific measures:
- **A concentration threshold** – proposals which would result in more than 10% of properties or more than four properties (whichever is the fewer) being classed as HMOs within a 100m buffer will not normally be granted.
 - **Restricting the sandwiching of properties** – proposals that would result in a C3 dwellinghouse being immediately adjacent to more than one HMO will not normally be considered acceptable.
 - **Restricting three adjacent HMOs** – planning permission will not normally be granted for proposals that would result in a block of three or more adjacent HMOs.
- 7.2 The SPD also sets design considerations to seek to ensure that HMOs provide a good standard of accommodation for their occupants, as well as seeking to ensure that the development or extension of HMOs does not have an unacceptable impact on the amenity of neighbours or the character of the area. Key considerations include:
- Internal space standards;
 - Outlook and natural light;
 - Outdoor amenity space;
 - Means of escape;
 - Management plans;
 - Waste and recycling storage;
 - Car parking and cycle storage;
 - Entrance and approach; and
 - External alterations.

8. Consultation and Adoption

- 8.1 The SPD is being prepared in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012 which are reflected in our Statement of Community Involvement. The Regulations set out that a draft SPD must be:
- i) Screened to determine whether Strategic Environmental Assessment or Habitat Regulation Assessment is required. The outcomes of the screening opinion will be published alongside the draft SPD;

- ii) Made available for public consultation for a 4-week minimum period; and
- iii) Be made available as an online copy and have hard copies available at the Council's main reception and all libraries across the Borough.

8.2 The SPD will be prepared in accordance with these regulations and relevant material available for inspection on the Council's web site; the Town Hall reception; Bury, Prestwich, Radcliffe or Ramsbottom Libraries and at the Tottington Centre. Letters/emails will also be sent to all contacts on the Council's development plan database. The consultation period will be 6-weeks, rather than the statutory minimum period of 4-weeks, to allow for consultation taking place over the Christmas period.

8.3 Following consultation, the draft SPD will, if necessary, be amended before being brought back to Members seeking formal approval for the adoption of the document.

9. Conclusion

9.1 Members are asked to consider the draft Houses in Multiple Occupation Supplementary Planning Document and approve the document for consultation purposes.

10. Links with the Corporate Priorities:

The Let's Do It Strategy sets out the Council's corporate priorities. This Draft Supplementary Planning Document will support the Local element of the strategy: Ensuring future proposals for HMOs provide suitable living standards for future occupants and the potential for detrimental impacts on local communities is reduced will help to ensure sustainable communities and support community cohesion. Consultation on the Draft SPD will give people the opportunity to have their say on the SPD.

11. Equality Impact and Considerations:

11.1 A full Equality Impact Analysis has been completed. This identified different characteristics and circumstances which could be affected and impacted by this SPD. All impacts are identified as either neutral or positive with no outstanding equalities concerns or additional actions required at this stage.

12. Environmental Impact and Considerations:

12.1 The revised SPD is not expected to give rise to any significant environmental effects. The SPD seeks to ensure the effective and consistent implementation of existing adopted policies relating to planning applications for HMOs.

13. Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Stakeholders do not engage in the consultation on the draft Houses in Multiple Occupation Supplementary Planning Document	The SPD is being prepared in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012 which are reflected in our Statement of Community Involvement. However, the consultation process will be kept under review and will be adjusted if additional stakeholder engagement is required.

14. Legal Implications:

- 14.1 The recommendation within the report is in accordance with The Planning and Compulsory Purchase Act 2004 and The Town and Country Planning (Local Planning) (England) Regulations 2012 and are therefore within the legal powers of the Council.
-

15. Financial Implications:

- 15.1 There are no financial implications arising directly from this report.
-

Appendices:

Appendix 1 – Consultation Draft Supplementary Planning Document 13: Houses in Multiple Occupation

Background papers:

None.

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
HMO	House in Multiple Occupation
PfE	Places for Everyone
SPD	Supplementary Planning Document
UDP	Unitary Development Plan

DRAFT

Bury
Council

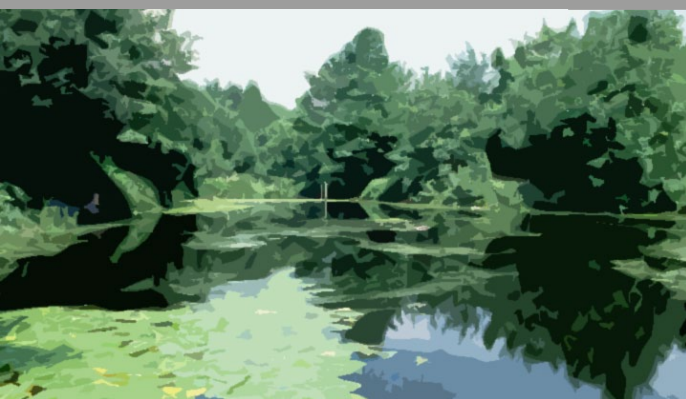


Consultation Draft Supplementary Planning Document 13

Houses in Multiple Occupation



December 2025



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1 Introduction

- 1.1 Houses in Multiple Occupation (HMOs) are properties that provide accommodation for at least three individuals who are not from one household (such as a family) but share facilities such as a kitchen or bathroom. For planning purposes a “house in multiple occupation” does not include a converted block of flats to which section 257 of the Housing Act 2004 applies but otherwise has the same meaning as in [section 254 of the Housing Act 2004](#).
- 1.2 Useful advice on the definition of an HMO is available at [Shelter Legal England - House in multiple occupation \(HMO\) definition - Shelter England](#)
- 1.3 HMOs form part of the Borough’s housing supply and contribute to meeting housing needs. They can provide a cost-effective form of accommodation for younger people and those on low incomes. They also provide flexible accommodation for people with short-term housing requirements, and a social environment for those seeking to live with other people. They can be home to young professionals, people on low incomes, students and those on short-term contracts. HMOs can be purpose-built, but most in Bury have been created through the conversion of existing properties that were in residential or other uses.
- 1.4 It is important to ensure that HMOs provide suitable living standards for future occupants. This includes having regard to the Council’s HMO licensing requirements, internal layout of the property, as well as the appropriate provision of outdoor amenity space.
- 1.5 Most HMOs in Bury are well managed and provide decent homes, but poorly managed or located properties and over concentrations of such properties have the potential to lead to issues for both occupants and neighbours. Some of the most common concerns in relation to HMOs relate to:
 - Negative changes to the character of the area;
 - Negative impacts on the physical environment and streetscape;
 - Increased noise and disturbance;
 - Pressure on parking provision;
 - Waste storage and litter;
 - Imbalanced and unsustainable communities, with higher levels of transience and less sustainable local services;
 - The loss of family housing; and
 - The provision of inadequate living accommodation for occupiers.

- 1.6 This SPD has been produced to better manage the provision of HMOs throughout the Borough, improve the standards of accommodation provided and reduce potential for detrimental impacts on local communities. The SPD will not be able to address issues in relation to existing HMOs, but once adopted it will be an important material consideration in the determination of planning applications for new and expanded HMOs and will be applicable throughout the Borough.
- 1.7 SPDs are used to provide further detail and guidance on the implementation of policies and proposals contained in existing Local Plans. Whilst not statutory development plan documents themselves, they can be a material planning consideration in the determination of planning applications. As such they need to be consistent with national and local planning policies and guidance.
- 1.8 This SPD supplements UDP Policy H2/4 – Conversions, as well as other policies identified in paragraph 2.8, and applies to planning applications for:
- HMOs created through conversions;
 - Purpose-built HMOs; and
 - The expansion of existing HMOs.
- 1.9 Currently (as of 21 November 2025), existing residential dwellings (Use Class C3) can be converted through permitted development rights to HMOs for three to six people (Use Class C4) without the need for planning permission. This means that such changes of use are outside of planning control, and therefore planning policies for HMOs cannot be applied to these developments.
- 1.10 Alongside this SPD, the Council is exploring the introduction of an Article 4 Direction to require such changes of use to apply for planning permission where there is a material change of use. If an Article 4 Direction is approved by Planning Control Committee (as the committee with delegated authority for Article 4 Directions), this SPD will apply to all planning applications for Houses in Multiple Occupation, including those small HMOs that are currently allowed through permitted development rights.
- 1.11 The SPD has been prepared accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012 and has been informed by national and local planning policies. Once adopted, this SPD will supersede the existing Development Control Policy Guidance Note 13 – Conversion of Buildings to Houses in Multiple Occupation (May 2007).

2 Policy Context

National policy guidance

- 2.1 The National Planning Policy Framework (NPPF) sets out the government's planning policies for England and how these are expected to be applied. The NPPF is a material planning consideration of significant weight. This means that it must be taken into account, where it is relevant, in deciding planning applications and appeals.
- 2.2 To achieve sustainable development, the NPPF expects the planning system to support strong, vibrant and healthy communities as a key social objective. There is no specific reference to HMOs or shared housing within the NPPF, but local planning authorities are required to assess and reflect in planning policies the size, type and tenure of housing needed for different groups in the community, including (but not limited to) those who require affordable housing, families, students and people who rent their homes.
- 2.3 Chapter 5 of the NPPF supports local planning authorities to ensure that the delivery of new housing seeks to meet locally identified needs and that the needs of groups with specific housing requirements are addressed.
- 2.4 Chapter 8 of the NPPF promotes healthy and safe communities, seeking to achieve healthy, inclusive and safe places.
- 2.5 Chapter 11 of the NPPF promotes making "effective use of land in meeting the need homes and other uses, while safeguarding and improving the environment and ensuring safe and healthy living conditions".
- 2.6 Chapter 12 of the NPPF emphasises the importance of creating high quality, beautiful and sustainable buildings and places "which promote health and well-being, with a high standard of amenity for existing and future use".

Local planning policy

- 2.7 The current adopted Development Plan for Bury includes the Bury Unitary Development Plan (UDP) (August 1997) and the Joint Places for Everyone Development Plan Document (March 2024).
- 2.8 The development plan for Bury includes a range of policies that are used in the determination of applications for HMOs. Key policies are set out below:
 - Bury Unitary Development Plan Policy H2/4 – Conversions
 - Bury UDP Policy H1/2 – Further housing development
 - Bury UDP Policy H2/1 – The form of new residential development

- Bury UDP Policy H2/2 – The layout of new residential development
- Bury UDP Policy H2/4 – Conversions
- Bury UDP Policy EN1/2 – Townscape and Built Design
- Bury UDP Policy EN1/5 – Crime Prevention
- Bury UDP Policy EN7/2 – Noise Pollution
- SPD11: Parking Standards in Bury
- PfE Policy JP-S2: Carbon and Energy
- PfE Policy JP-S5: Clean Air
- PfE Policy JP-H3: Type, Size and Design of New Housing
- PfE Policy JP-P1: Sustainable Places
- PfE Policy JP-C1: An Integrated Network
- PfE Policy JP-C2: Digital Connectivity
- PfE Policy JP-C8: Transport Requirements of New Development

Standards for HMOs

HMO Licensing

- 2.9 Under the Housing Act 2004, larger HMOs require a mandatory licence to operate, unless a valid exemption applies. A 'large' HMO for the purposes of the Act is one which is occupied by 5 or more persons, forming two or more households sharing an amenity such as kitchen or bathroom. Licences are normally granted for a period of 5 years.
- 2.10 The Council's Public Protection Service are responsible for licensing HMOs across the borough. Further information can be found on the Council's website [Houses in Multiple Occupation licence - Bury Council](#).

HMO Standards

- 2.11 All HMOs across Bury (including those which do not require a licence) should adhere to locally set standards for HMO's set out in the Council's Short HMO Guidance for Landlords.
- 2.12 The document sets out space standards for bedrooms, communal rooms and combined bedrooms and provides information on the number of bathrooms, toilets and wash-hand basins required for the number of persons sharing those facilities. Information is also provided on fire precautionary measures, gas safety, electrical safety, fire safety and furniture safety.

- 2.13 HMOs must also be free of significant hazards under the Housing Health and Safety Rating System (HHSRS). This is used to identify and assess if hazards in residential accommodation could be a risk to occupants' health or safety.

3 Locational Requirements

- 3.1 As well as forming part of the Borough's housing supply and contributing towards meeting housing needs, HMOs conversions can also enable the continued viable use of older housing and provide an effective use of land and buildings. However, HMOs typically intensify the use of properties, with more resident and visitor movements than a typical family home, and concentrations of them can impact on the amenity of neighbouring properties and the wider neighbourhood.

Avoiding a concentration of HMOs

- 3.2 In order to help ensure mixed and balanced communities and to ensure that new development does not have an unacceptable impact on amenity, quality of life and residential character of the surrounding neighbourhood, this SPD sets out restrictions to limit the concentration of HMOs and manage the siting of HMOs relative to other HMOs. This will contribute to retaining local character, help to ensure a mix of house types and tenures, and reduce potential residential amenity issues. To achieve this the Council will apply three measures:

- A concentration threshold;
- Restricting the sandwiching of properties; and
- Restricting three adjacent HMOs.

HMO Concentration Threshold

Planning permission will not normally be granted for new HMOs, or for proposals to increase the number of bedrooms within existing HMOs, where:

- a) Proposals would result in more than 10% of properties (residential and commercial) or more than four properties (whichever is the fewer) being classed as HMOs within a 100m buffer of the application property; or
- b) The number of HMOs already exceeds 10% of properties or four HMOs within a 100m buffer of the application property.

Restricting the sandwiching of properties

Proposals which would result in any house that is in use as a single dwelling being adjacent to more than one house in multiple occupation will not normally be considered acceptable. This includes properties behind or in front, as well as to either side. Sandwiching of or by properties to the front or rear will be considered on a case by case basis. Factors to be considered will include the nature of any separation between properties.

Restricting three adjacent HMOs

Planning permission will not normally be granted for proposals that would result in three or more adjacent HMOs.

3.3 In applying the three measures above, the following methodology will apply:

Stage	Details
Point from which the 100-metre buffer is drawn.	The 100-metre buffer is measured as 100m from all parts of the boundary of the planning application red edge.
Identifying properties in HMO use	<p>The Council will use a variety of sources to identify HMOs, including HMO licensing data, planning records and Council Tax data. If any part of the HMO boundary falls within the 100m buffer, that property will be included in the calculations.</p> <p>Properties with unimplemented extant planning permission for conversion to an HMO will also be included within the count of HMO properties.</p> <p>It is important to emphasise that it may not always be possible to ascertain a complete and accurate record of all properties that have converted to HMOs as many properties may have been converted under permitted development rights or may not be subject to mandatory licensing. As such, the Council may not be aware of these HMOs.</p> <p>The Council will only be able to apply this limit using the information available to it. Further investigation may be required as part of the planning application process in response to new or updated information about the presence of HMOs in the locality.</p>
Identifying all properties	<p>Existing properties will be identified through the Local Land and Property Gazetteer (LLPG) address points within the 100m buffer.</p> <p>Existing properties that have been sub-divided into flats will be counted as single properties for the purposes of the calculation, as some of the issues that can be associated with HMOs can also be associated with flat conversions. However, purpose-built flats will be counted on an individual basis, as they are not subject to the same issues as flat conversions.</p>
Concentration threshold calculation	<p>The calculation to determine if the 10% threshold is exceeded is as follows:</p> $HMO \text{ Threshold percentage} = \frac{\text{Total identified number of HMOs within 100m buffer} *}{\text{Total identified properties within 100m buffer}} \times 100$ <p>* including the application property and HMOs within converted buildings.</p>

Figure 1: HMO concentration threshold (example 1)

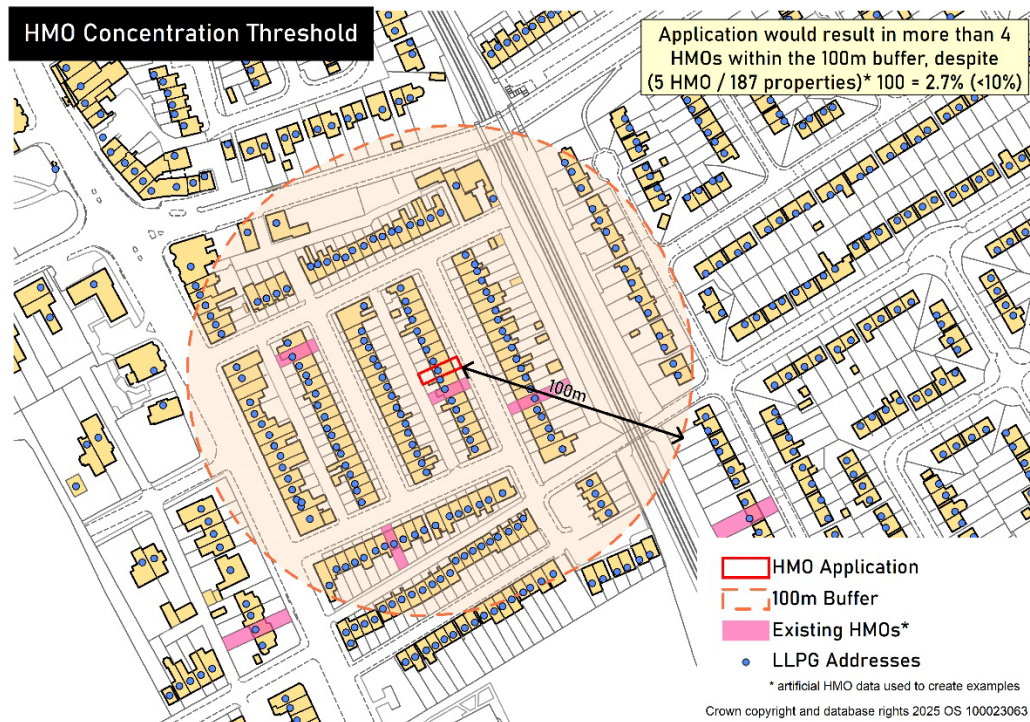


Figure 2: HMO concentration threshold (example 2)

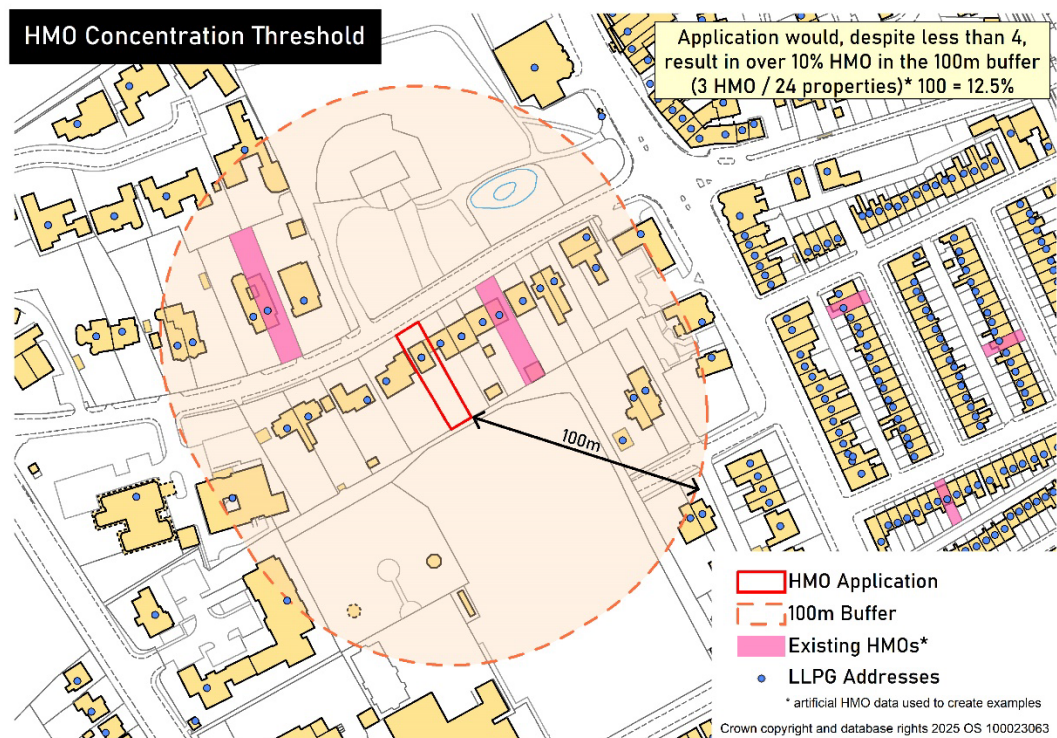


Figure 3: Restricting sandwiching by HMOs (example 1)

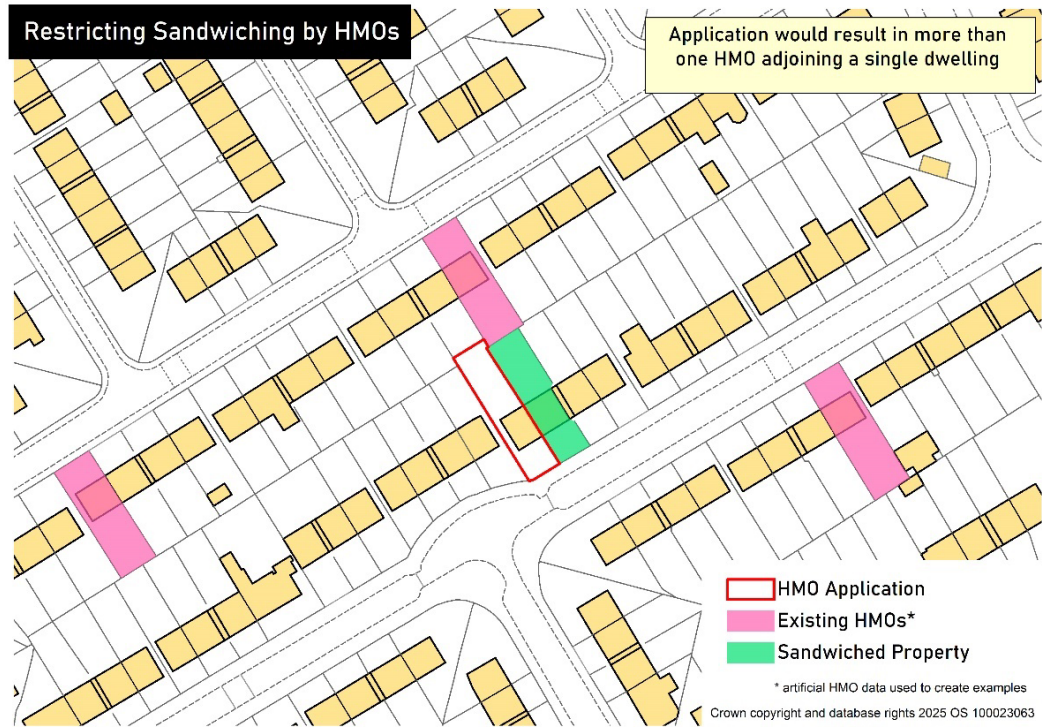


Figure 4: Restricting sandwiching by HMOs (example 2)

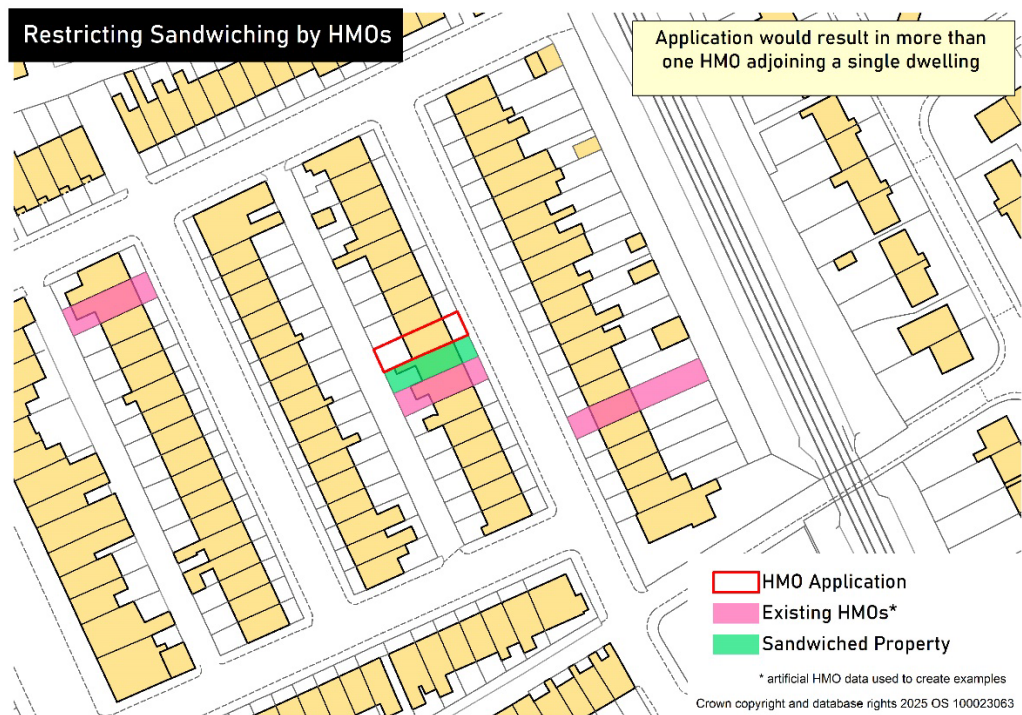
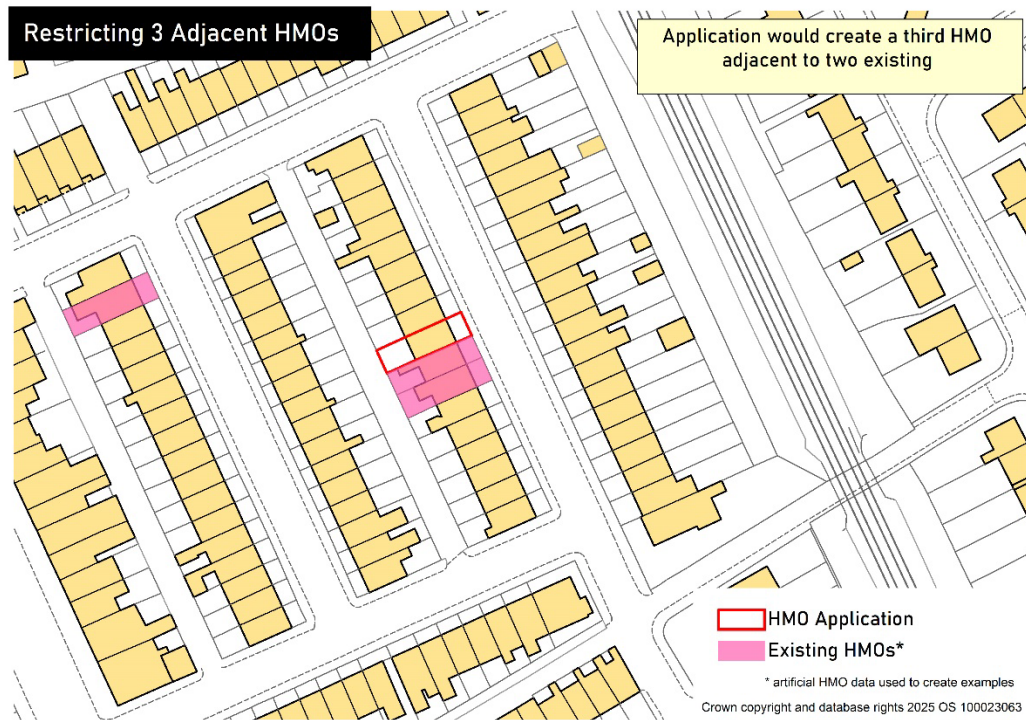


Figure 5: Restricting three adjacent HMOs



- 3.4 There are limited circumstances where permission could be granted for an HMO that results in more than four HMOs in a 100m buffer or the 10% threshold being exceeded or results in 'sandwiching' or three adjacent HMOs. They might include where:
- There is a strong physical barrier, such as a tram line, between the application property and established HMOs;
 - The nature of the application property means that impacts will be lessened e.g. the property could be detached and have a substantial curtilage; or
 - There are a very limited number of properties within the 100-metre buffer to which the 10% / four HMO threshold applies.
- 3.5 The Council's preference is for proposals for 16 or more bedrooms to be split into two separate HMOs.

Sustainable Locations

- 3.6 Rented properties (including HMO's and shared housing) tend to house individual occupiers with lower-than average levels of car ownership compared to the overall population average. As a consequence it is of particular importance that HMO's should be in sustainable locations, with access to public transport, shops and services. Planning permission will not normally be granted for HMOs (including through the conversion of existing residential dwellings) in isolated or unsustainable locations, having regard to PfE Policy JP-C1, NPPF paragraph 110 and 115.

4 Design Considerations

- 4.1 It is important to ensure that HMOs provide a good standard of accommodation for their occupants, as well as ensuring that the development or extension of HMOs does not have an unacceptable impact on the amenity of neighbours or the character of the area.

Achieving a good standard of accommodation

Internal space

- 4.2 The adopted Places for Everyone Joint Development Plan Policy JP-H3 requires all new dwellings to comply with the nationally described space standards. Therefore, although the bedroom size requirements in the NDSS exceed the statutory HMO licensing requirements, for the purposes of determining planning applications for HMOs, the Council considers it appropriate to require applicants to meet the [Nationally Described Space Standards](#).
- 4.3 This includes the following bedroom size requirements:
- Single bedroom: Minimum 7.5sqm and at least 2.15m wide
 - Double bedroom: Minimum 11.5sqm and at least 2.55m wide.
- 4.4 The Nationally Described Space Standards only provide gross internal floor areas for dwellings of up to six bedrooms, however the Council will use the NDSS principles as a guide when considering whether an HMO provides sufficient floorspace. For HMOs providing eight or more bedrooms a second communal area should be provided.
- 4.5 When assessing planning applications for HMOs, the Council will also have regard to the Council's Short HMO Guidance for Landlords (including any future updates thereof), available at www.bury.gov.uk/housing/private-rent/landlords/hmo-licence. The document sets out space standards for communal rooms and combined bedrooms and provides information on the number of bathrooms, toilets and wash-hand basins required for the number of persons sharing those facilities. Information is also provided on fire precautionary measures, gas safety, electrical safety, fire safety and furniture safety.
- 4.6 Applicants must also have regard to:
- The location of bedrooms to ensure that residents have easy access to bathroom facilities, for example residents in bedrooms on a second floor should not have to go to the ground floor to access bathroom facilities. The majority of bedrooms should have ensuite bathroom facilities.

- The location of bedrooms in relation to communal living space to ensure that residents have privacy and are not subject to unacceptable noise from communal areas. Bedrooms should not be accessed directly from communal areas or kitchens.
- The provision of adequate storage space for the size of the HMO, including provision of communal household items (e.g. vacuum cleaner, ironing board).

Outlook and natural light

- 4.7 All habitable rooms should have access to a good level of natural daylight, including kitchens / dining rooms, living rooms, and bedrooms, and achieve a good level of light penetration. It is particularly important to ensure that private bedrooms in shared accommodation have a good quality of natural light and outlook, given that residents are likely to spend more prolonged periods of time than the occupiers of general housing in private bedrooms.
- 4.8 Bedrooms at basement level will only be acceptable in exceptional circumstances. Basement bedrooms served solely by a light well will not be acceptable. Communal kitchens, dining rooms and living rooms are unlikely to be considered acceptable at basement level. However, where this is proposed, it is particularly important that sufficient light penetration is achieved. If it is considered that the light levels within a scheme would be low, further assessment will be required. Basements can be used for bathrooms, storage, laundry rooms or bicycle storage or other appropriate uses, subject to fire risk assessment.
- 4.9 When considering whether there is a reasonable outlook from a window in a habitable room in a basement or at ground floor level, the Council will consider the function of the space to which it looks onto. For example, it would not be considered appropriate if a bedroom or living room window looks directly onto a bin storage area or where cars will be parked. The Council would expect a minimum distance of 3m from a habitable room window to an area of bin storage or car parking at basement or ground floor level.
- 4.10 The same principles apply to roof space accommodation as to other accommodation. Habitable rooms within the roof space area must provide a reasonable outlook. Roof lights that only face the sky are not considered to provide a reasonable outlook and prospect.

Outdoor amenity space

- 4.11 Provision should be made for outdoor amenity space as part of HMO proposals. This is important to help create a better-quality living environment and should be in addition to space used for functions such as drying clothes, refuse and recycling storage, parking and cycle storage.
- 4.12 HMOs are often created through the conversion of existing properties and are often located in, or near to, town centres where outdoor space may be limited,

so all applications will be assessed on a case-by-case basis, but applicants should aim to provide useable outdoor amenity space with an area for drying clothes, wherever possible. This should be identified on the application site plan.

- 4.13 All private external amenity space should normally be overlooked from within the property but should not overlook ground floor bedrooms.

Means of escape

- 4.14 Provision of adequate fire safety measures and appropriate means of escape are essential requirements for all HMOs. Applicants will need to comply with Building Regulations, the Housing Health and Safety Rating System (England) Regulations 2005 and the Council's HMO Guidance and Amenity Standards in this regard.
- 4.15 For licensed HMOs, a fire risk assessment is a requirement of the HMO licensing process and The Regulatory Reform (Fire Safety) Order 2005. This will inform the level of detection required and other fire safety measures that are required for each particular building.
- 4.16 In planning terms, the most common issue relating to means of escape relates to potential physical alterations to a building through external fire escapes¹. The main concerns when assessing proposals for external fire escapes will be the impact on the character of the areas and any overlooking issues that may arise.
- Character: external fire escapes, where required, should be located to the rear of properties and should minimise the public view of them. They should be of a material and design that integrates well with the property so as not to detract from its specific character. Fire escapes that are proposed to be located to the front of the property will generally not be accepted and planning permission is unlikely to be granted; and
 - Overlooking: this should not normally be an issue when considering proposals for fire escapes as most are generally only used in an emergency and not for day to day use. However, there have been examples where proposals seek to utilise balcony areas within fire escape routes as an extension to the living accommodation and/or locate plant pots etc. Whilst this is rare, the Council will seek to ensure that where proposals do arise that there would not be any loss of amenity or detrimental overlooking uses.

¹ It is acknowledged that internal means of escape are preferable to external routes.

Safeguarding the amenity of neighbouring residents

Management plans

- 4.17 The Council will require the submission of a suitably detailed management plan as part of the planning application process. The agreed management plan will need to be adopted by the landlord, and the use of the property as an HMO implemented in accordance with the agreed details. The management plan will be expected to cover matters such as:
- The arrangements for the management and maintenance of all communal areas within the site and the building, including the building itself.
 - The methods to be deployed by the landlord to address and prohibit any potential nuisance or annoyance caused by tenants.
 - The management proposals for the servicing and the storage, transfer and collection of waste ensuring that appropriate arrangements are made.
 - If appropriate, how adequate parking and cycle storage will be provided on site.
- 4.18 The submission of a Management Plan will ensure that there is a visible statement provided as part of the planning application process that provides greater clarity / detail about the management arrangements for the property. This should not prove onerous for good landlords and will allow them to highlight good management practices. Further details of management requirements for licensed HMOs are provided on the Council's website: [Mandatory Houses in Multiple Occupation licensing guide - Bury Council](#)

Waste and recycling storage

- 4.19 HMOs may generate more waste than typical homes. When planning permission is sought for HMOs, provision will need to be made for appropriate waste and recycling storage and collection.
- 4.20 It is important that the location, design and size of external bin storage areas are suitable and that they do not have a negative impact on the amenity of HMO occupants or their neighbours, and do not detract from the general amenity and character of the area. Bin storage should not be located in a position that would harm the amenity of existing or future residents (e.g. outside their habitable room window which could create noise and odour concerns) and must not cause obstruction or fire risk in escape routes.
- 4.21 Bins stored at the front of properties can look unsightly and clutter the streetscene. Where possible they should be located to the side or rear of a property and screened from view to minimise their impact. Unless suitably screened, bins stored at the front of properties are unlikely to be acceptable.

- 4.22 Bin storage should be easily accessible by all occupants and also provide ease of access for bins to be move to areas where refuse collectors can access the waste. Full details of the location, design and operation of waste and recycling storage facilities should be included as part of the details in a planning application for an HMO.
- 4.23 The amount of bin storage space required will depend on the size of the HMO. HMOs are entitled to the same waste capacity as a normal domestic household, which for households under 6 people starts with a 240 litre bin for each waste stream (4 in total), with additional grey bin eligibility increasing as follows:

Household size	Bins (litres)	General waste capacity
Under 6	240	240
6-8	240 + 140	380
6-10	2 x 240	480
10-12	2 x 240 + 140	620
13+	3 x 240	720

- 4.24 However, this capacity, especially for larger HMOs is not always sufficient. If extra capacity is needed beyond this then this is a chargeable service and a commercial waste agreement is needed. **As a guide, between 100 and 140 litres of general waste capacity per tenant is recommended, in addition to provision for other waste streams.** Provision of additional capacity for recycling provision would be reviewed by the Council's waste management service on a case by case basis.

Car parking and cycle storage

- 4.25 The Council's adopted Supplementary Planning Document (SPD) 11: Parking Standards in Bury (June 2025) sets out parking and cycle storage for HMOs. These requirements are summarised in Appendix 1, however please refer to [SPD11](#) for full details.
- 4.26 To reduce parking pressures on the street, provision for parking within the curtilage of the property should be provided if possible and appropriate. However, any in-curtilage parking provision must complement the residential character of the area and not detract from the entrance and approach to the building. A balance must also be made between the provision of space for car parking and other needs, such as waste storage, cycle storage and the provision of outdoor amenity space.
- 4.27 All applicants for HMOs should set out the parking provision that is proposed as part of their scheme at the planning application stage. The appropriate level of parking provision will need to be agreed with the Council having regard the standards set out in SPD11 in addition to:
- The availability and suitability of parking within the curtilage of the property.

- The sustainability of the site in relation to services and amenities.
- The availability of public transport and access to bus stops and cycle routes.
- The availability of existing parking provision in the surrounding locality.
- Parking demand compared to the use of the building as a standard residential property.

4.28 Cycle storage should be secure, covered and shown on plans. Corridors or landings will not be considered as adequate provision for cycle storage and residents should not be expected to carry a cycle upstairs. Cycle stores will need to be sensitively designed and sited to reduce the impact on neighbouring residents or the streetscene. Cycle storage should be shown on a site plan as part of the planning application. Applications which do not provide adequate provision for cycles are unlikely to be granted planning permission.

Noise and disturbance

4.29 In order to safeguard residential amenity, reasonable sound resistance measures must be taken to protect against noise and disturbance, having regard to Building Regulations Part E. Particular consideration must be given to neighbouring dwellings.

Entrance and approach

4.30 The entrance and approach to an HMO is an important part of how it functions in relation to its surroundings. When HMO entrances are at the side or rear of a property, sometimes accessed by separate external stairs, they can cause a range of amenity issues for both neighbours and residents. Designing entrances to be visible from the street will mean that HMOs are more secure. HMOs should therefore normally be served by a main entrance at the front of the property.

External alterations

4.31 Where appropriate, it is important that HMOs retain existing residential features, such as boundary walls and window openings, to contribute to a residential feel for the occupiers. The conversion of properties from other uses must include appropriate proposals to establish residential character and maximise the residential amenity of the property.

4.32 Particular care and attention to detail is required if an HMO proposal is located within a conservation area and applicants will be required to ensure that proposals accord with policies on conserving and enhancing the historic environment. This may require features such as original timber windows and chimneys to be incorporated into conversion schemes.

5 Other Considerations

- 5.1 There are a number of other considerations that should be taken on board in looking at HMOs, which are outlined below.

HMO licensing and management regulations

- 5.2 HMOs must comply with statutory regulations on management. This legislation places certain duties on the individuals managing the property and non-compliance with these regulations may result in a prosecution and/or fine (including a civil penalty).
- 5.3 All properties that are occupied by five or more people, from two or more households and sharing an amenity are subject to mandatory licensing (subject to certain exemptions). Licensing of HMOs is required for landlords to ensure these properties are kept to the required standards and are adequately managed.
- 5.4 Further information can be found at [Houses in Multiple Occupation licence - Bury Council](#).

Alterations and extensions to residential properties

- 5.5 If the proposed change of use to an HMO also involves alteration and extension of the existing property, detailed guidance is provided in SPD6: Alterations and Extensions to Residential Properties. This sets out more detailed guidance for those involved in various types and sizes of extensions and alterations to residential properties, highlighting the key aspects of design and layout that the Council will consider in dealing with this type of proposal.

Pre-application advice

- 5.6 Bury Council welcomes and encourages discussions with applicants or their agents prior to submission of planning applications. Pre-application discussions help to enable to efficient handling of subsequent planning applications. The Council does, however, make a charge for pre-application advice. Further information on the pre-application services can be found on the Council's website [Pre-application advice - Bury Council](#).

6 Monitoring

- 6.1 Monitoring and review are key aspects of the planning system. The Council will monitor the implementation of this SPD as part of Bury's Annual Monitoring Report (AMR). This will allow for future amendments, including additions and deletions, where deemed necessary.
- 6.2 Planning enforcement will play a key role in ensuring the provision of this guidance is implemented correctly. For more information on the Council's approach to planning enforcement and how to report and enforcement case, please see [Planning enforcement - Bury Council](#).

Appendix 1: Parking Standards for HMOs

Replicated from adopted [SPD11: Parking Standards in Bury \(June 2025\)](#). Please refer to SPD11 for further details.

Houses in Multiple Occupation (HMOs) and shared housing

- 4.34 The level of parking provision for HMO's acknowledges that HMOs and shared housing tend to attract occupiers with lower-than-average levels of car ownership compared to the general population.
- 4.35 The provision of off-street parking through the replacement of traditional front gardens with open hard standing and the removal of front and side boundary walls will be resisted. Removal of these elements can negatively impact the character of the street and in some cases exacerbate localised flooding.
- 4.36 Commuted sums for parking control or other measures to mitigate the effect of parking demand generated (such as contributions towards a shared mobility provision) will be considered for developments that do not satisfy the requirements.
- 4.37 New HMO and shared housing developments in Zone 1 should only provide parking for disabled residents and visitor/drop-off. New HMO and shared housing developments in Zone 1 will be excluded from residents parking schemes and residents or tenants will not be eligible for on-street parking permits to safeguard parking availability for existing residents and encourage a low car approach to such developments.

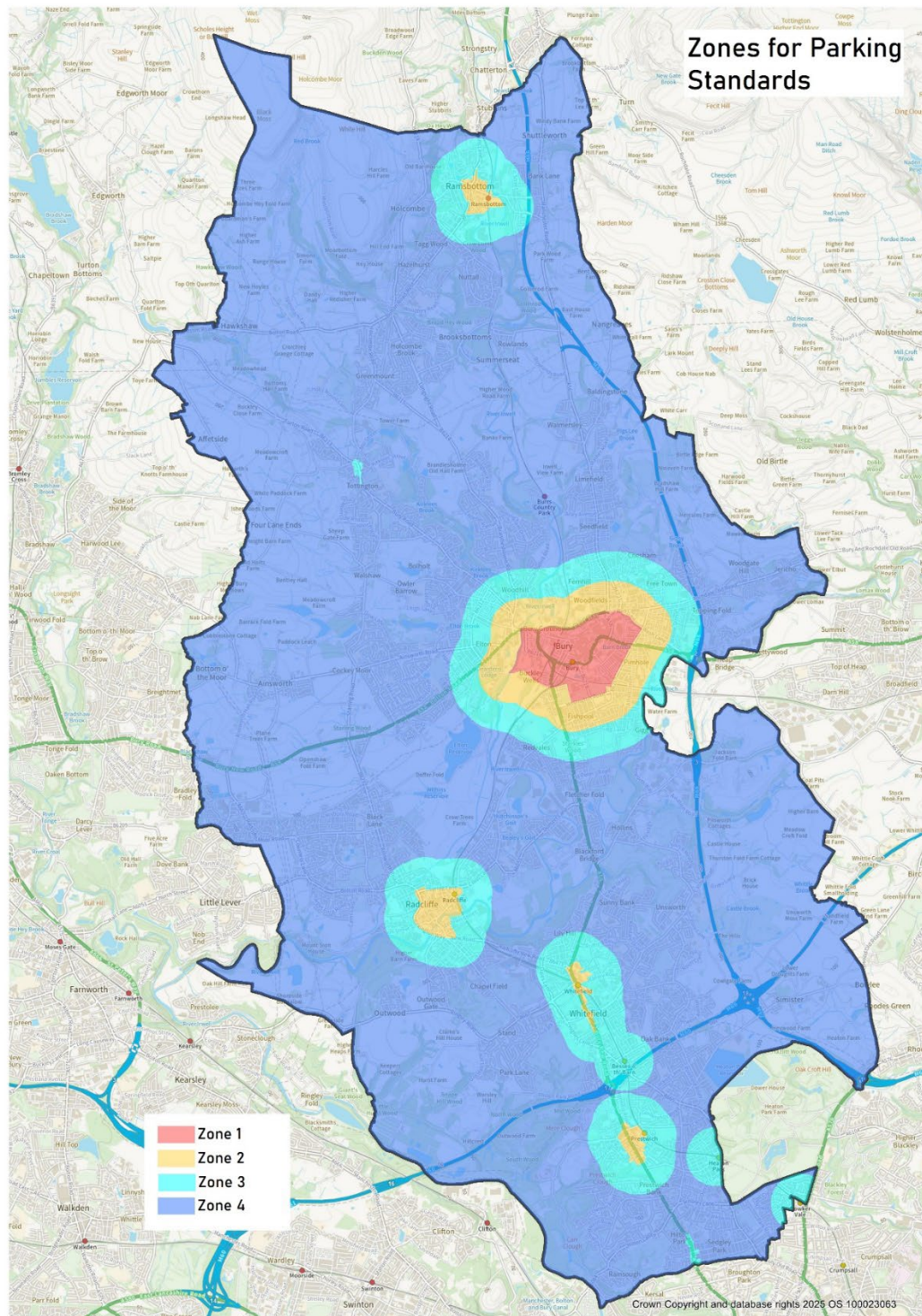
Table 3: Parking Standards for Residential Developments

Development	Description	Number of car parking spaces in Zone 1	Number of car parking spaces in Zone 2	Number of car parking spaces in Zone 3	Number of car parking spaces in Zone 4	Disabled Parking
Houses in Multiple Occupancy (HMO) (C4) and Sui Generis HMOs	Houses in Multiple Occupation	Disabled parking only.	0.25 unallocated spaces per bedroom. Alternative provision levels to be considered on a case-by-case basis.	0.5 unallocated spaces per bedroom. Alternative provision levels to be considered on a case-by-case basis.		To be provided based on likely need and requirement identified by developer, in collaboration with local planning authority.

Table 5: Cycle parking standards for Residential Development

Development	Description	Resident Parking (long stay)
Houses in Multiple Occupancy (HMO) (C4) and Sui Generis HMOs	Houses in Multiple Occupation	1 secure, covered cycle storage space per bedroom (if no garage or secure area is provided within curtilage of dwelling)

Zone Map



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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 03 December 2025
Subject:	Prestwich Village Regeneration Project: Phase 1B and 2 Development Strategy	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

- 1.1 The Prestwich Village Regeneration Project will deliver a comprehensive re-development of the Prestwich Village site including the Longfield Centre. The Council has formed a Joint Venture (JV) with Muse Places to deliver this activity. The project will deliver a new village centre and contribute to the Council's strategic aims (Bury 2030) and 'Let's Do It' Strategy.
- 1.2 Extensive progress has been made on the development and implementation of the project. The first phase (Phase 1A Travel Hub) has been on site since March 2025, and construction of the new facility remains on schedule to be delivered by July 2026.
- 1.3 Alongside the delivery of the Travel Hub, work has continued at pace to prepare for the delivery of remaining development phases (Phase 1B and 2), which will see the rest of the project delivered. This includes new housing, new retail units, a market hall, new leisure facilities and a new home for the library and attractive public realm.
- 1.4 The Greater Manchester Combined Authority (GMCA) has provided comfort to Bury Council that funds will be available to deliver the next phases (1B/2) of development in their March 2026 Patient Equity regeneration funding round.
- 1.5 Provision of funds from the GMCA is contingent on the project hitting specific milestones, specifically the submission of a Planning Application, procurement of a contractor and a meaningful start of demolition works.
- 1.6 To achieve these milestones, the Council must commit a total of circa £3,475,000 of funding. This investment will be delivered via the JV to enable Muse Places to complete design, planning and demolition work packages and in addition, the Council will need to commit funds to secure vacant possession (VP) at the site.
- 1.7 The funding requirement is a high-level estimate at present and represents a maximum value expected. More detailed costs will be developed in line with progressing design development.

Recommendation(s)

It is recommended that Cabinet:

- 2.1 Approve the commitment of circa £3,475,000 to deliver design, planning demolition and vacant possession activities required to achieve agreed milestones required to secure GMCA funding. This funding requirement is broken down as follows:
 - Underwriting of £2,250,000 in design fees (*funded initially by Muse Places on behalf of the Joint Venture*)
 - £1,000,000 in demolition costs
 - £225,000 to achieve vacant possession
- 2.2 Members to note the risks and proposed mitigations associated with the implementation of this development strategy.

Reasons for recommendation(s)

- 3.1 Commitment of funds and delivery of the milestones stated below are required in order for the Council to secure external grant/Patient Equity funding via the GMCA in their March 2026 funding round.

Alternative options considered and rejected

- 4.1 Pause the Prestwich Village Regeneration project following completion of Phase 1A of the development until external gap funding is secured via another route/funder. This option has been rejected as there is no clear alternative route to external funding for the project, other than that which is on offer from the GMCA. Following devolution, the majority of external grant funds are now managed via the GMCA. As such, their regeneration support funding is the most effective route to project delivery.

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Background

- 5.1 As part of the Council's vision for 2030, Bury Council is working collaboratively with our communities to achieve faster growth than the national average

alongside lower levels of average deprivation. The 'Let's do It!' strategy focuses on building a better future for our children and young people, promoting inclusion, improving our environment, and delivering improvements in prosperity and quality of life.

- 5.2 The Prestwich Village Regeneration Project will deliver a framework for modern urban living, working and social enjoyment in Prestwich Village centre. It aims to bring forward a cohesive programme of regeneration that will see the development of a new village centre which is inclusive, sustainable, reflects the needs and aspirations of residents and delivers an attractive urban environment alongside a thriving local economy.
- 5.3 As noted in the Cabinet report of the 12th July 2023, the project has the potential to bring in significant capital investment which will help to deliver multi-faceted regeneration, economic growth, and environmental improvements in Prestwich Village.
- 5.4 To realise the vision, Cabinet approval was given on 13th October 2021 for the Council and Muse Places to legally form the Prestwich Regeneration LLP (the JV) to bring forward a multi-phase mixed use regeneration project. Under this arrangement, Muse Places operate as the developer for the project, delivering construction and development activity on behalf of the JV.
- 5.5 The Prestwich Village Regeneration Project consists of three phases:
 - **Phase 1A** – Delivery of a modern Travel Hub facility consolidating parking in a single town centre location and making available land at Rectory Lane for redevelopment.
 - **Phase 1B** – Delivery of new retail units including a market hall, new leisure/community facilities, a modern new home for the Prestwich Library and new attractive public realm.
 - **Phase 2** – Delivery of c200 new homes.

Progress to Date

- 5.6 Significant progress on developing the project has been made since the JV was formed and it has reached a key milestone where Phase 1A (Travel Hub) is being constructed on site and will be practically complete by July 2026.
- 5.7 The Travel Hub construction works (Phase 1A) are well advanced. This phase of work will consolidate car parking facilities, formerly on surface level car parks at Rectory Lane and Fairfax Road, into a single facility on Fairfax Road. The Travel Hub will also contain additional facilities to aid active travel modes and public transport.
- 5.8 The Council have a full planning application for Phase 1B of the project that was approved at Planning Committee on the 16th of July 2024. This phase

consists of retail, library, community and public realm outputs. There is an Outline Planning Permission for Phase 2 of the project which consists of housing outputs only.

Funding

- 5.9 The JV has been supported by the GMCA in addressing viability challenges associated with bringing Phases 1B and 2 forward. In particular, the parties have been working to develop a funding mechanism which addresses challenges associated with unprecedented increases in construction price inflation being experienced across the sector.
- 5.10 The project has proposed utilisation of the GMCA's Patient Equity funding route to facilitate delivery of the project. The GMCA has set aside sufficient monies in terms of grant funding, patient and private equity which, combined with Council Prudential Borrowing, will fully fund the development to completion. Early allocations have been publicised by the GMCA as part of the "*£1bn Greater Manchester Good Growth Fund*" announced 20th November 2025.
- 5.11 At present, it is not possible to agree a Grant Funding Agreement (GFA) to formerly allocate funding to the project from the GMCA's Growth Fund. This is because the project is targeting GMCA's March 2026 funding allocation round for the project, which will accept bids from February 2026. The GMCA have however, given senior officers and politicians significant comfort that the monies will be available in March 2026, assuming that the following milestones can be achieved by the end of March 2026:
1. **Planning Permission:** The Planning Application for the project should have been submitted to the Local Planning Authority for validation.
 2. **Procurement:** The Bury/Muse Places Joint Venture (JV) should have selected a main contractor, agreeing the relevant Pre-Construction Services Agreement (PCSA).
 3. **Demolition:** Plans for demolition activity on the site should be advanced with a meaningful start on site having commenced.
- 5.12 Demolition activity on the site is permissible under the existing Planning Application granted in July 2024.
- 5.13 The project team have established that the most efficient route to achieve full planning permission in the timescale mandated by the GMCA is to carry out a full EIA Planning Submission for Phases 1B and 2 combined. This will build on designs already developed for Phase 1B and reflect any scope changes required to ensure that the project is deliverable under the Patient Equity funding mechanism. Consultation with local residents will occur in line with the development of the Planning Application, although this will be streamlined so as not to engage on matters already discussed/agreed.

- 5.14 The high-level project plan shown in Appendix A illustrates that the JV can achieve these agreed milestones, giving strong comfort that the GMCA will support the project.
- 5.15 Delivery of these three milestones will require the allocation of funds to deliver design, planning and demolition activities. The required funds are broken down as follows:

Table 1: Interim Resource Requirements (Prestwich Village)

Funding Requirement	Cost
Design and planning activity required to deliver a compliant planning application for submission in March 2026. Design activity will also facilitate procurement of a contractor to deliver the project.	£2,250,000
Funding to develop and deliver demolition activity, clearing the Longfield Centre and other buildings on site.	£1,000,000
Funds to facilitate VP of the site – including movement of the Prestwich Library to a temporary facility.	£150,000- Backlog maintenance & revamp £50,000 – Removal activity & set-up £10,000 – Bury Council Clerk of Work £15,000 – Muse Places development fee £225,000
Total	£3,475,000

- 5.16 The values in Table 1 are high level estimates at present and represent maximum values expected. More detailed costs will be developed in line with design development.
- 5.17 Bury Council's JV partner, Muse Places will forward fund design costs associated with delivery of the planning application and RIBA Stage 2 Design (*plus additional planning deliverables*) on behalf of the JV. The Council will, however, need to underwrite these monies which will be reimbursed to Muse Places upon completion of this delivery phase. As such, these monies will not be spent immediately by Bury Council, but Cabinet approval is required to facilitate their under-writing.
- 5.18 The Council will fund demolition and VP activity of which the former will be delivered by Muse Places. This will include early demolition activity (to be planned/phased as part of the design process) alongside activity required to facilitate VP which will be overseen by Bury Council. Funding of this activity will be re-imbursed by the GMCA following announcement of scheme funding in March 2026 (*subject to bid approval*).
- 5.19 It should be reiterated that the GMCA are currently unable to formally assign funding required to deliver the Prestwich Village Regeneration project via a signed Grant Funding Agreement (GFA). The Council and Prestwich JV have been given comfort from the GMCA at both an officer and political level that full

funding will be awarded in the March 2026 round. Until the GFA is signed however, funds committed in the strategy outlined in this report must be considered 'at risk'. This means that in the unlikely event that the allocation is not made by GMCA, Bury Council must find the full cost within its capital programme.

- 5.20 In the absence of other routes to full funding of the project, it is recommended that Elected Members accept this risk and note actions proposed to mitigate this risk as outlined in the 'Assessment and Management of Risk' section of the report (see *below*).

Vacant Possession

- 5.21 The Council will need to oversee and achieve vacant possession (VP) across the entire site, curtailing or transferring existing operations. Planning for this activity is already under development and allowance has been made within the cost plan to deliver the work, including any requirements for investment in buildings or services.
- 5.22 To achieve the tight timescale required to achieve VP at Prestwich and reflecting a tight resource envelope in terms of internal, Council construction delivery resources, the Council will work collaboratively with technical staff from JV Partner Muse to complete the works. This will require the JV to fund a 10% development management fee for Muse activity (a pre-agreed mechanism outlined within the JV).
- 5.23 Required Library facilities will require statutory approval by the Department for Culture, Media & Sport (DCMS).
- 5.24 There is a project plan established to ensure the above meets the required wider timescales of early delivery of the next phase of the project. This is available at Appendix A.

Social Value

- 6.1 The project has a Social Value Vision Statement that quantifies the overall Social Value that it has the potential to bring to the local community in terms of new jobs and additional local spend, as well as the broader social, economic and environmental value benefits. This was previously established alongside Bury Council's Social Value Strategy in order to identify priorities.
- 6.2 There will also be a Prestwich Village Construction Social Value Action Plan (as there is for Phase 1A) that covers the expected outcomes, measures, associated monetary values and delivery mechanisms to ensure that all construction phases meet their stated objectives. Such outcomes and

associated targets will be discussed with the selected contractor and form each action plan that will be part of the contract and regularly monitored.

6.3 Both documents will be in line with the Council's Social Value Strategy.

Links with the Corporate Priorities:

7.1 The redevelopment of Prestwich Village supports delivery of the 'Let's Do It!' strategy and the four principles that underpin it as they all have a correlation to how the Council will design the future of our towns:

Local Neighbourhoods: The delivery of the project will support the Council fulfil the aims of the neighbourhood delivery model, making the borough a safe place to live, putting the borough on track for carbon neutrality and building houses that are homes.

In summary, the project will:

- Provide a new community hub that will re-provide a modern-day library, adult learning provision, community space and health related services which will be a true connection to the community and integrated public service teams in the village centre.
- Build new homes will endeavour to meet the eco-homes standard and be high quality, carbon neutral and affordable.
- Promote active travel – provision of a travel hub and walking and cycling routes that will connect people with local amenities. Design a new village centre that will include 'secure by design' principles to allow people to feel safe and secure.

Enterprise to drive economic growth and inclusion: The project will:

- Create more flexible and innovative/digital workspaces for local entrepreneurs to grow.
- Modern retail space to encourage more new and independent businesses to open and remain in Prestwich.
- Invest in the physical infrastructure and work with key stakeholders such as Transport for Greater Manchester to enable local people to access employment and training opportunities to contribute to the growth of the local economy.

Delivering Together: The project will:

- Make sure that everyone's voice is heard via community engagement/consultation at various stages of the development of the project and through a variety of media platforms, including a dedicated website.

- Develop new buildings which will promote the use of them as community assets i.e. community hub, market hall and public realm which will in turn, support community involvement and organisations and connect people to them.
- Provide the opportunity to drive digital inclusion through the use of the latest technology in the new buildings.
- Provide better transport connectivity through its design and involvement of the Active Travel agenda.

A Strength-Based Approach: The project will:

- Promote community wealth building and community capacity as community groups have and will continue to be encouraged to be part of the community engagement/consultation processes.
- Build on previous links to development the project that have been made with Bury VCFA.
- Provide flexible community space in the community hub and outdoor space for events that will promote community inclusion within the village.
- Recognise the importance of population health due to the likely relocation of the existing NHS services into the community hub building, as well as providing the opportunity to increase health provision in the village.

Equality Impact and Considerations:

- 8.1 A full Equality Impact Assessment was completed by a third party as part of planning permission for the Prestwich Regeneration project. This identified some potential temporary negative impacts with mitigations during the demolition and construction phase resulting in reduced or eliminated negative impacts during this phase.
- 8.2 There are no outstanding equalities concerns or considerations at this stage.

Environmental Impact and Considerations:

- 9.1 One of the project's objectives is to deliver a sustainable development. As noted in the report to the 12th July 2023 Cabinet, delivering sustainable developments is now a primary goal for the Prestwich Regeneration LLP. It has adopted Muse Places' Sustainability Strategy which includes a Sustainable Development Brief and Sustainable Action Plan which will be utilised on the project – both making up the Sustainable Development Strategy.
- 9.2 The Planning and Regeneration Statement submitted as part of the hybrid planning application provides summary detail on the environmental impact of the project, including carbon emissions and biodiversity. It states that:

“The project will be low and net zero carbon by design – sustainability and carbon reduction are fundamental to the proposals. Proposed measures include new energy and water efficient buildings to minimise carbon in operation, the use of sustainable building materials to reduce upfront embodied carbon, photovoltaic panels and air source heat pumps.”

“The proposals for Prestwich Village will secure a significant increase in biodiversity when compared with what is on the site at the moment. The proposals will uplift biodiversity by more than 40%. This will be supported by significant levels of new tree planting, open spaces and public spaces where people and nature can thrive.”

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
<p>Financial – The Council are yet to sign a Grant Funding Agreement (GFA) to secure funds from the GMCA to deliver Phases 1b & 2 of the Prestwich Village Regeneration Project. The Council have been given comfort at a senior level by the GMCA that funds will be assigned in March 2026. This allocation will require completion of milestones highlighted in section 5 of this report. Monies committed in the recommendation above are considered ‘<i>at risk</i>’ until the GFA is complete in March. Should the GMCA funds not be made available, the cost will fall on Bury Council in its entirety.</p>	<ol style="list-style-type: none"> 1. The project plan outlined in the report, although challenging – indicates that milestones will be achieved in the timescale scheduled by GMCA. 2. Early engagement with planning colleagues has already been undertaken to achieve an efficient route to planning submission. 3. Collaborative activity between the JV and Council officers is already on-going regarding the most effective route to market to procure contractor resources. 4. Significant comfort has been given to Bury Council and the Prestwich JV from the GMCA in terms of funding availability.
<p>Programme: DCMS approval of required library plans is required to facilitate re-location of the current library to a new (temporary) location. The library must be moved by early March 2026.</p>	<ol style="list-style-type: none"> 1. Council officers have already begun early engagement with Civil Servants on this matter. 2. Resources from Muse Places LLP (on behalf of the JV) will be used to deliver an accelerated construction timetable at the temporary location.
<p>Delivery– site conditions, including unforeseen conditions resulting in cost increases.</p>	<p>Site investigations, appropriate cost planning and contractor engagement, form of contract, warranties etc.</p>

Risk / opportunity	Mitigation
Delivery – build risk associated with contractor management.	Effective contractor management through regular contract meetings and contract retentions.
Delivery – supplier risk i.e. availability of specialist contractors.	Effective procurement strategy and robust contractual arrangements including due diligence.
Permissions – delay in discharging pre-commencement planning conditions that effect a start on site and during construction i.e. building regulations.	Regular meetings pre-contract have taken place to ensure timescales are met and contact with the relevant authorities will continue during the construction phase.
Financial – increase in costs during construction.	<p>Early contractor involvement to ensure a robust cost plan is in place that will be regularly monitored throughout the contract, including contingencies to cover unforeseen works, rise in inflation etc.</p> <p>Effective financial monitoring/ management systems will be in place.</p>

Legal Implications:

- 10.1 Legal advice will be provided throughout; there will be a requirement for procurement support to ensure delivery of the procurement strategy alongside appropriate legal arrangements. The report sets out that the required milestones, the Council in underwriting of costs is proceeding at risk at the present time.

Financial Implications:

- 11.1 The report sets out the reason for the request to underwrite the estimated £3.475m cost of the works required to meet the milestones for the conditions relating to the bid to the GMCA's Growth Fund. The Council's capital programme and related revenue financing costs assumes that the bid will be successful, and the Council will not have to underwrite the £3.475m capital costs which would incur an estimated additional ongoing revenue cost of c£290k, thereby increasing the budget gap, if the GMCA bid is ultimately unsuccessful.

Appendices:

Appendix A – High Level Project Plan Summary.

Background papers:

- Prestwich Regeneration – Joint Venture (Parts A and B) October 2021.
- Prestwich Village Regeneration – Progress Update and Draft Development Plan July 2023.
- Prestwich Village Regeneration Scheme: Delivery of Phase 1A (Travel Hub) – Legal Structure and Funding Approval (Parts A and B) July 2024.

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
Prestwich Regeneration LLP	The Joint Venture company that comprises of Bury Council and Muse Places Ltd that has been established to deliver the Prestwich Village Regeneration Project.
CRSTS	City Region Sustainable Transport Settlement – a UK government funding programme to support capital transport projects.
GMCA	Greater Manchester Combined Authority – made up of the ten Greater Manchester councils and Mayor who work with local services, businesses, communities and other partners to improve the city region.
GFA	Grant Funding Agreement – a legally binding contract that outlines the terms under which a funder provides funding to a recipient and responsibilities of the grant recipient in meeting those terms.
PCSA	Pre-Construction Services Agreement – a contract that allows for the appointment of a contractor to undertake pre-construction services in advance of the main Building Contract.
VP	Vacant possession – when a property is delivered empty of people and possessions by an agreed date.
EIA	Environmental Impact Assessment – type of Planning Application.
CoW	Clerk of Works – general oversight and acceptance of completed works.

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Appendix A - Project Delivery Plan

Item	Timeline																2026											
	Start	Finish	Nov				Dec				Jan				Feb				March									
			24	1	8	15	22	29	5	12	19	26	2	9	16	23	2	9	16	23	30							
Design - Phase 1B RIBA Stage 2/3	November	February																										
Planning - Phase 1B Application submission (EIA) Validation	November February	February March																										
Procurement/Works - Phase 1B Procurement - Longfield demolition Works - Longfield demolition (Phase 1) Procurement - main works/enter into PCSA	November March November	February April February																										
Design - Phase 2 RIBA Stages 2+ RIBA Stage 3	November January	February March																										
Planning - Phase 2 Application submission (EIA) Validation	November February	February March																										
Procurement/Works - Phase 2 Procurement - main works/enter into PCSA	November	February																										
Provision of Library Facilities Approval for works, costs, contractor etc Design of library space DCMS approval Tender documents Works - backlog maintenance (latest) Library furniture fit out (latest) Library decant/VP (latest)	January November December December February March March	January December December January March March March																										
Comms All stakeholders	Ongoing	Ongoing																										

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Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 03 December 2025
Subject:	Corporate Plan Quarter Two 2025-26 Performance & Delivery	
Report of	Deputy Leader and Cabinet Member for Finance and Transformation	

Summary

1. In June 2025, Cabinet approved the Council's Corporate Plan for 2025/26. The Plan sets out the Council's strategic priorities and delivery objectives for the financial year and our role in delivering the overarching vision of the borough's LET'S Do It! Strategy.

Despite the scale of ambition contained with the 2024/25 Corporate Plan, and alongside those other unforeseen activities that required additional capacity, most of the plan was delivered. However, there is still much work to do to deliver the Council's three priorities, all of which contain multi-year programmes of work, to align with the vision set out in LET'S. Focus will need to continue to be sustained to improve outcomes in these areas:

- **Sustainable Inclusive Growth**
- **Improving Children's Lives**
- **Tackling Inequalities**

Within these priorities, the Corporate Plan for 2025/26 includes clear and tangible deliverables, with principal regeneration sites underway and new services up and running. The outcomes of inspections with the CQC and Ofsted, and potentially Housing, will be known during the year and therefore provision has been made within the Plan for the actions which follow. With regards to Tackling Inequalities, the national and regional integrated health and care systems are subject to significant change as part of the NHS reform program. As such, local plans will need to be monitored and reviewed in light of new models of care, mapped against our understanding of need at a neighbourhood level.

2. These challenges continue to be worked on by Team Bury as part of the refreshed LET's Do It! strategy, with particular focus on tackling the root causes of deprivation and ensuring sustainable economic growth that all residents can share success in.
3. To support monitoring of the Plan, alongside measuring delivery of the agreed milestones (Appendix One), an initial set of Key Performance Indicators (KPIs) was set out. The three priorities and an additional enabling priority are repeated for the 2025/26 planning year. Key objectives have been described against each of these priorities, together with a clear set of quarterly delivery milestones.
4. This report describes the progress made in the second quarter of the financial year (July – September 2025). There are some significant achievements this quarter including the lifting of the ILACS intervention, ongoing SEND transformation and key regeneration projects progressing on track or ahead of schedule.

Recommendation(s)

5. Cabinet is asked to:
 - a. Note the Quarter Two position on progress against the Corporate Plan 2025-26

Reasons for recommendation(s)

6. To enable transparency and robust monitoring of performance and delivery of the Corporate Plan.

Alternative options considered and rejected

7. Not applicable.

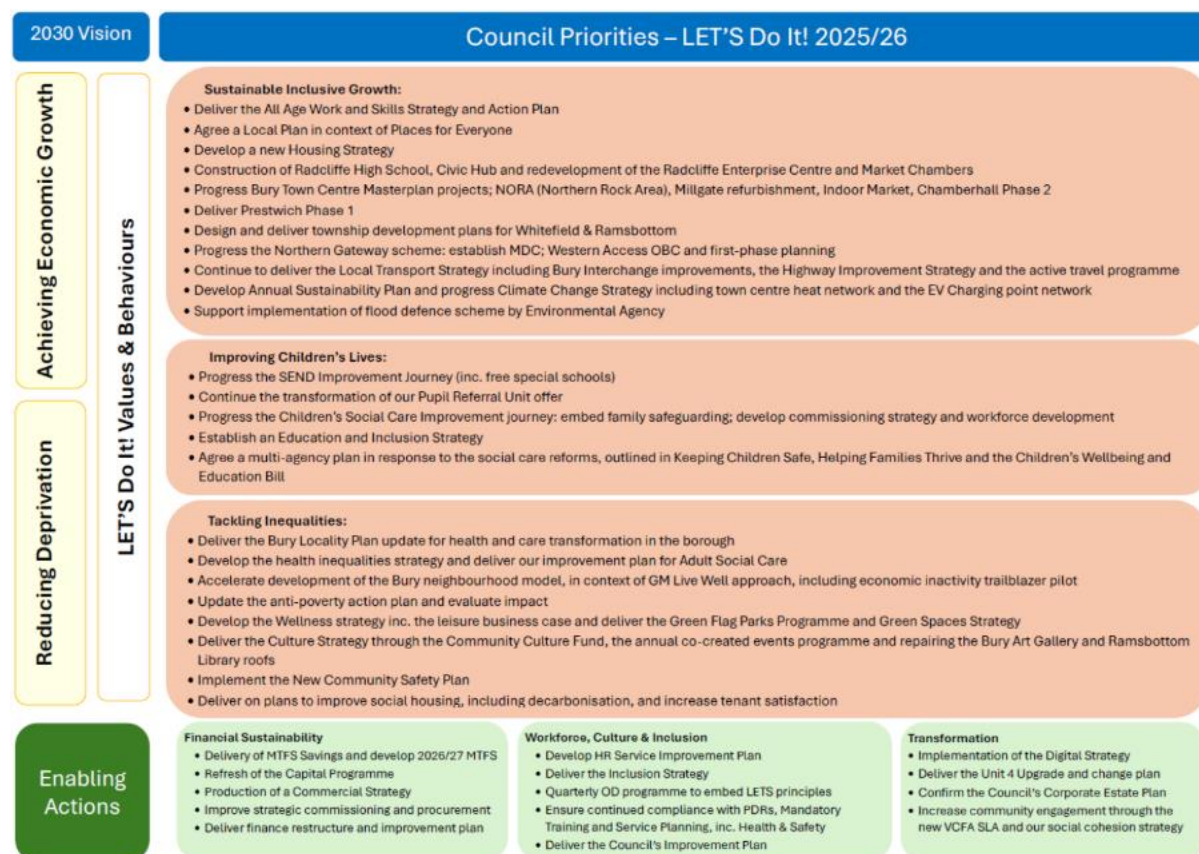
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Background

8. Background

The 2025/26 Corporate Plan was agreed by Cabinet in June 2025 and sets out the Council's strategic priorities and delivery objectives for the year. The final version of the Plan is below:



Links with the Corporate Priorities:

9. This report supplements the LET's Do It! Outcomes Report in terms of providing further information on the contribution of the Council to the 2030 vision. The Corporate Plan priorities are linked to the seven objectives of the LET'S vision.

Equality Impact and Considerations:

10. An EIA was completed at the launch of the Corporate Plan for 2025/2026 ensuring inclusion was at the heart of it. This report demonstrates the continuing commitment to inclusion in all that we do as a council.

Environmental Impact and Considerations:

11. There are no specific environmental considerations within this report however the data tracks progress towards the environmental commitments within the Council's Corporate Plan.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation

Lack of capacity to deliver against the Corporate Plan priorities which reduces our ability to achieve the LET'S Vision	Further attention will be given to the activities rated as Amber in order to ensure that resources are used appropriately to support priorities however in some cases reprofiling may be required on a case-by-case basis.
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Legal Implications:

12. This report forms part of our governance framework ensuring that our corporate plan is tracked and monitored.

Financial Implications:

13. There are no financial implications arising directly from this report.

Appendices:

None.

Background papers:

Report to Cabinet, June 2025: [Corporate Plan 2025/26](#)

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
CLA	Children Looked After
CPP	Child Protection Plan
CVD	Cardiovascular Disease
EET	Education, Employment, or Training
ELT	Executive Leadership Team
IMC	Intermediate Care
KPI	Key Performance Indicator
LGA	Local Government Association
MAG	Members Assurance Group
MTFS	Medium Term Financial Strategy
SEND	Special Educational Needs and Disabilities

Corporate Plan Q2 2025-26 Performance & Delivery

1. Progress since the approval of the 2025/26 Corporate Plan

The table in Appendix Two provides a snapshot overview of progress against the Quarter Two milestones. This review of progress has been further supplemented by information gathered for the latest Leader's statement to Council. Of the objectives planned for Quarter Two, 17 are on track and highlighted green and 21 are not on track but the risks have been addressed, highlighted amber.

2. Sustainable Inclusive Growth

2.1. Key Achievements

- Key regeneration projects across the borough are on track or ahead of schedule.
- Plans to redevelop Bury Interchange are progressing and the Council has now approved the planning application submitted by TfGM for a new permanent southern access point and a bridge, which will connect Union Square and Pyramid Park with an upgraded platform. Work will continue with TfGM and other stakeholders to develop the design for the main interchange, including associated public realm works. In addition, Cabinet granted approval to appoint a contractor for Tranches 5 and 6 with construction beginning in October.
- Work is ongoing to deliver a programme of road safety schemes that will make Bury's roads safer and reduce road danger for all users. This includes new School Crossing Patrol Lights on Radcliffe Road outside Derby High School and new replacement interactive safety signs are now up and running at Radcliffe Road in Bury and Brandlesholme Road in Holcombe.
- Radcliffe regeneration is continuing to be delivered on target at Quarter Two. The Radcliffe Hub is progressing well. Roofing is complete and the cladding is progressing around all elevations. The pools have been cast, and pool tiling is progressing. All external works to the Market Chambers have completed and the internal fitout has now commenced.
- The Bury Market Flexi Hall and Canopies project is currently ahead of programme.
- In Whitefield, the former library is to be transformed into a health centre, replacing the Uplands site, which is in poor condition. The new health centre will form a key part of the Whitefield Town Centre Plan which, like ongoing regenerations in Prestwich and Radcliffe, will deliver a better town centre for all, creating new homes, jobs and opportunities for improved retail and cultural experiences.
- Work continues ahead of schedule on the construction of the Prestwich Travel Hub with the groundworks complete and the main structural steel frame construction started. There was a Cabinet decision in October for approval to procure a third-party operator for the Travel Hub as this is better value for money than the Council operating the facility. The joint venture continues its efforts to positively progress the next phase of the regeneration scheme which will complement the completion of the Travel Hub with a new multifunctional village centre as reported previously.
- Progress continues on housing completions boroughwide, with 244 completed in 2023/24 compared to 210 in the year prior. 94% of housing completions are on brownfield sites.
- Three more affordable housing sites will be coming forward in as a result of some successful brownfield housing bids. These include Station works in Radcliffe c. 30 units, Spurr House, Unsworth c. 60 units and Dumers Lane in Radcliffe. Totalling £3m in investment this will unlock more brownfield sites in the borough, generate council tax revenue and improve town centres footfall.

- In terms of current housing delivery, there is work underway on a small residential scheme at The Elms in Whitefield (c.24 units), which will create homes for people aged over 55 and bring more disused brownfield site in to use.
- Master planning has concluded at the former Fire Station site in Bury and delivery options are currently being considered to improve the north of The Rock area.
- Contractors have started on site at the former William Kemp Heaton site and Fletcher Fold sites in Bury, both of which will reduce dependency on out of borough placements and allow Bury residents to be homed closer to their family and friends.
- In addition, the supported housing scheme on Willow Street, Bury is progressing well and on track to complete, ready to occupy later this year. The scheme will be for people with learning disabilities and/or autism.
- Whilst regeneration continues to be successfully delivered and new jobs created, claimant count in borough has increased slightly from August to September from 5135 to 5265. This follows the national trend and as such the Economic Inactivity pilot as part of the Live Well programme aims to review the underlying reasons.

3. Tackling Inequalities

3.1. Key Achievements

- Significant activity in Quarter Two has included a focus on ageing well and supporting community based services. Partners from a wide range of services came together to deliver a vibrant and engaging week of wellness activities at the end of August, supporting older adults in our communities to age well. The programme offered a rich mix of social, cognitive, and physical wellbeing events designed to inspire connection, movement, and joy, allowing for reminiscence and social interaction.
- The proportion of sustainable funding for Live Well has been provisionally agreed which will support the targeted delivery of the wider project for next year. The development of a Live Well proposition for Bury continues to develop at pace, as set out in September 2025 Cabinet paper with the flagship site identified as The Ark in Whitefield.
- Work also continues on the GM Economic Inactivity Trailblazer despite a delayed start to the first cohort which will now commence in January 2026. Procurement for other cohorts will go live in late October. The Economic Inactivity Project Manager post has been recruited to and all reporting to GMCA actioned. There has been a decline in Economic Inactivity in Quarter One of 2025/26 which is positive, however the Live Well project and trailblazer will target further work in this area.
- With regards to the Anti-Poverty Strategy, a proposal for the new strategy has been considered by the Council's internal Policy Advisory Group and the Health & Wellbeing Board. Resolve Poverty have now been commissioned to support the work of formulating the new strategy. A workshop will be held in Quarter Four to look at the implications of any national budget announcements on Welfare Reform, and the detail of the replacement for the Household Support Fund.
- To help tackle income deprivation, following the successful pilot schemes, permanent Resident Support Hubs are now being opened across the borough. Prestwich (Prestwich Library) opened on 30th September and Bury (Town Hall) and Ramsbottom (Ramsbottom Library) on 10th November. Weekly surgeries are also being held at Growing Together Radcliffe. Further surgeries at key sites will follow.
- In terms of access to social housing, the average waiting time on the housing register continues to increase which indicates growing demand in the borough however work is on track for the delivery of 180 social rented properties.
- The number of statutory homeless cases per month has dipped below 1000 for the first time in recent months. This correlates with a steady increase over a similar time period of the number of households in temporary accommodation.
- Compared to this point last year there has been an increase in resident confidence that GMP can help in an emergency, although a recent decrease has been reported from last quarter to this one.
- In terms of the borough's care homes, Bury is now ranked the first in Greater Manchester for Good/Outstanding Adult Social Care homes, with no inadequate services.

4. Improving Children's Lives

4.1. Key Achievements

- The latest OFSTED inspection has seen the Council move from Inadequate to Requires Improvement. The report confirms that most children and families are now receiving the right help at just the right time, with children are telling Ofsted they feel truly heard. This impact is demonstrated in key metrics, in particular the lower and more stable rate of re-referrals into social care in the previous 12 months.
- Development of the Council's approach in response to Social Care reforms was delayed earlier in year due to the ILACS inspection referenced above, however since then work has taken place on delivery. An immersive workshop was held in September with SLT and wider Council/partner representation, further discussions are underway, and a project manager has been allocated to dedicate capacity to the delivery of the proposal which will be fully developed and co-produced in Quarter 3 in readiness for the deadline of 19th December.
- The Council's Education and Inclusion Strategy launched on November 4, 2025 with a focus on improving outcomes for children and young people by addressing skills, regeneration, and community engagement. Key priorities include enhancing economic recovery, improving all-age skills, and strengthening community voice.
- Young people from the Changemakers group were celebrated with a special presentation lunch in the Mayor's Parlour to say thank you for their work over the year, making sure that the voices of young people with additional needs and disabilities are heard and that their views are taken into account. The Changemakers is a group for young people aged 11-25 and was created as a working group to feed into Bury's SEND Improvement and Assurance Board.
- Advisors from the DfE and NHSE recently performed a stocktake of Bury's SEND provision and found a shared commitment to lasting improvements to the SEND services and the wellbeing of children with SEND. The stocktake visit demonstrated we've established strong partnerships – and we are proud to be able to show that, because we can only best serve our communities by working beyond council and NHS boundaries, together with our partners.
- Bury's SEND Health Visiting Team has been shortlisted in the Reducing Inequalities and Improving Outcomes for Children and Young People category of the 2025 Health Service Journal Awards. The service was designed and developed in partnership between the Northern Care Alliance NHS Foundation Trust and Bury Council's Public Health Team. It provides early, targeted support for children aged 0–5 with special educational needs and disabilities (SEND) and their families.
- The expansion of our special school, Millwood, is progressing well with the fourth wing expansion project on track for completion September 2026. There has been confirmation from DfE regarding recommencing engagement around the development of Redvales SEMH Special school.
- The rate of EHCPs issued in the past month has increased slightly and this aligns with a dip in timeliness of completion of EHCPs within the 20 week timescale.
- There is continuing work to source a suitable location for the PRU following continued land and estate issue. This is now off track but with mitigations in place in terms of looking at new appropriate areas.

5. Enablers

A large proportion of the enabling actions in this year's corporate plan, alongside delivering business as usual and organisational health activity, is being driven by the Council's Improvement Plan which has been developed in response to external auditors' judgement in December 2024. Examples of this work include:

- All actions from the Improvement Action Plan have been completed or on track for completion by the planned milestones, apart from a slight delay on recruitment to the new finance restructure which has mitigations in place to deliver as soon as possible.
- The six assurance boards have been reviewed resulting in a workshop with Board Chairs and refresh of documentation. Clarity around the roles of the boards and the links and escalation processes between them have been provided.
- In addition to the Improvement Action Plan, each Board has developed an Improvement Work plan which provides leadership over delivery of the Corporate Plan and other transformation and improvement projects. In addition assurance processes have been developed for each of the Boards to provide to Executive Leadership Team and the Members Assurance Group.
- A Procurement and Contract Management operating model was produced and agreed at the Performance, Delivery & Transformation and Finance Boards. It has also been presented to Members Assurance Group. The initial investment required will be taken to Cabinet for approval in January.
- A HR Improvement Plan transformation bid was presented to Performance, Delivery & Transformation in September and approved. This was subsequently approved by the Finance Board for implementation in Quarter Three.
- A Digital Investment case has also been through the same process and will be implemented in Quarter Four.

In terms of the Council's workforce:

- 74.9% of annual staff employment reviews have been completed in the past 12 months. This is likely to increase in the next two quarters due to the service plan cycle being reviewed which will seek to have most reviews complete in advance of the next financial year.
- 81% of staff have completed GDPR training and 87% completed health and safety training. There is continued engagement with staff to maintain these high levels of compliance.
- The number of days lost to sickness absence has increased slightly this quarter from 10 in June to 11.1 in September.

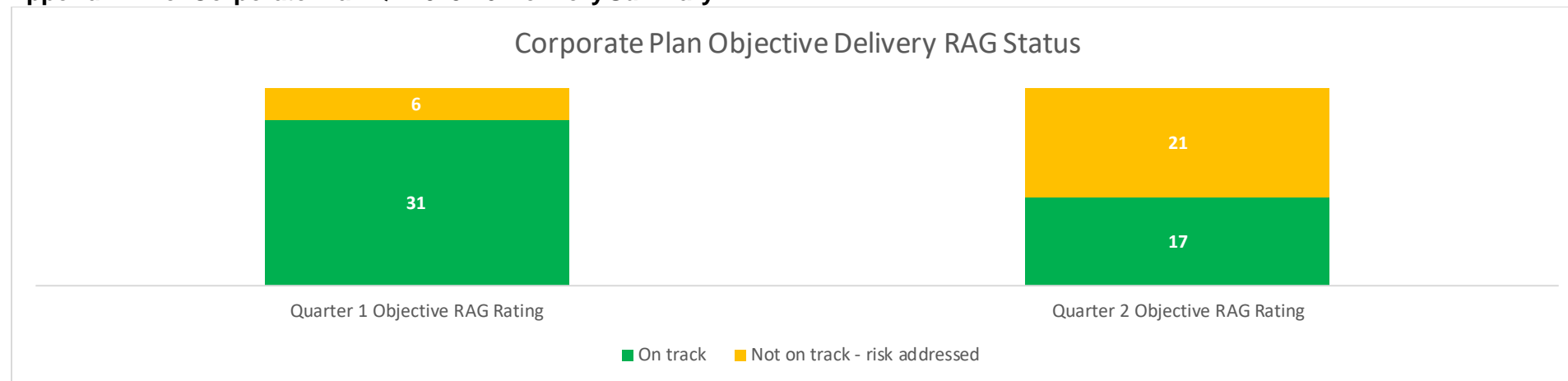
6. Conclusion

This quarter continues to reflect positive delivery for the 2025/26 Corporate Plan where no objectives are currently at risk of delivery. There are a large number of amber milestones which will be reviewed before Quarter Three to horizon scan any potential non-delivery within year and support services within any actions to mitigate this potential risk. This report continues to show an improving process in terms of setting robust activity milestones for delivering the priorities of the Corporate Plan whilst also be cognisant of applying mitigations for unexpected demand and capacity requests.

Appendix One: Corporate Plan 2025-26

2030 Vision	Council Priorities – LET'S Do It! 2025/26		
Achieving Economic Growth	LET'S Do It! Values & Behaviours	Sustainable Inclusive Growth: <ul style="list-style-type: none"> • Deliver the All Age Work and Skills Strategy and Action Plan • Agree a Local Plan in context of Places for Everyone • Develop a new Housing Strategy • Construction of Radcliffe High School, Civic Hub and redevelopment of the Radcliffe Enterprise Centre and Market Chambers • Progress Bury Town Centre Masterplan projects; NORA (Northern Rock Area), Millgate refurbishment, Indoor Market, Chamberhall Phase 2 • Deliver Prestwich Phase 1 • Design and deliver township development plans for Whitefield & Ramsbottom • Progress the Northern Gateway scheme: establish MDC; Western Access OBC and first-phase planning • Continue to deliver the Local Transport Strategy including Bury Interchange improvements, the Highway Improvement Strategy and the active travel programme • Develop Annual Sustainability Plan and progress Climate Change Strategy including town centre heat network and the EV Charging point network • Support implementation of flood defence scheme by Environmental Agency 	
		Improving Children's Lives: <ul style="list-style-type: none"> • Progress the SEND Improvement Journey (inc. free special schools) • Continue the transformation of our Pupil Referral Unit offer • Progress the Children's Social Care Improvement journey: embed family safeguarding; develop commissioning strategy and workforce development • Establish an Education and Inclusion Strategy • Agree a multi-agency plan in response to the social care reforms, outlined in Keeping Children Safe, Helping Families Thrive and the Children's Wellbeing and Education Bill 	
		Tackling Inequalities: <ul style="list-style-type: none"> • Deliver the Bury Locality Plan update for health and care transformation in the borough • Develop the health inequalities strategy and deliver our improvement plan for Adult Social Care • Accelerate development of the Bury neighbourhood model, in context of GM Live Well approach, including economic inactivity trailblazer pilot • Update the anti-poverty action plan and evaluate impact • Develop the Wellness strategy inc. the leisure business case and deliver the Green Flag Parks Programme and Green Spaces Strategy • Deliver the Culture Strategy through the Community Culture Fund, the annual co-created events programme and repairing the Bury Art Gallery and Ramsbottom Library roofs • Implement the New Community Safety Plan • Deliver on plans to improve social housing, including decarbonisation, and increase tenant satisfaction 	
Reducing Deprivation		Financial Sustainability <ul style="list-style-type: none"> • Delivery of MTFS Savings and develop 2026/27 MTFS • Refresh of the Capital Programme • Production of a Commercial Strategy • Improve strategic commissioning and procurement • Deliver finance restructure and improvement plan 	Workforce, Culture & Inclusion <ul style="list-style-type: none"> • Develop HR Service Improvement Plan • Deliver the Inclusion Strategy • Quarterly OD programme to embed LETS principles • Ensure continued compliance with PDRs, Mandatory Training and Service Planning, inc. Health & Safety • Deliver the Council's Improvement Plan
Enabling Actions			Transformation <ul style="list-style-type: none"> • Implementation of the Digital Strategy • Deliver the Unit 4 Upgrade and change plan • Confirm the Council's Corporate Estate Plan • Increase community engagement through the new VCFA SLA and our social cohesion strategy

Appendix Two: Corporate Plan Q2 2025-26 Delivery Summary



Council Priority	Objective	Quarter 2 Objective Update	Quarter 2 Objective RAG Rating
Sustainable Inclusive Growth	Delivery of the All-Age Work and Skills Strategy and Action Plan	Plan was agreed and finalised at the September BHEAST (Bury Health Employment and Skills Task Group). Delivery underway. Successful inaugural B2B networking event delivered.	On track
Sustainable Inclusive Growth	Agree a Local Plan in context of Places for Everyone	An advisory visit from the Planning Inspectorate has raised some queries around how the Local Plan is implemented. These queries have contributed to delays in progressing the Local Plan as originally intended, and discussions are ongoing to clarify the implications and determine the appropriate way forward.	Not on track - risk addressed
Sustainable Inclusive Growth	Delivery of a new Housing Strategy	Funding strategy per site varies, however, positive direction of travel in terms of influencing investment decisions, including The Elms (HRA /AH grant), Elton Reservoir (GMCA investment discussions underway with recoverable grant/loan development value recovery mechanisms underway). North Block redevelopment funding strategy being progressed ref: demolition. Pyramid Park & Q-Park - Viability being reviewed to inform new funding strategy if required. Scoping of new housing strategy underway. Handover completed for Huntley and Silver Street, contract commenced 2 RP expressed interest to deliver TA accommodation. Agreed a further 12 family properties to be developed on Silver Street for TA.	Not on track - risk addressed

Council Priority	Objective	Quarter 2 Objective Update	Quarter 2 Objective RAG Rating
		Review of Independent Living service underway. Op dec to be submitted by November for approval of new offer.	
Sustainable Inclusive Growth	Construction of Radcliffe High School, Civic Hub and redevelopment of Radcliffe Enterprise Centre and Market Chambers	Works to construct new access road and junction are progressing in accordance with programme. All construction works are scheduled to be complete for school opening date of September 2026. The Radcliffe Hub is progressing well. The rooves are complete and the cladding is progressing around all elevations. The pools have been cast, and pool tiling is progressing. All external works to the Market Chambers have completed and the internal fitout is progressing.	On track
Sustainable Inclusive Growth	Progress Bury Town Centre Masterplan projects; NORA (Northern Rock Area), Millgate refurbishment, Indoor Market, Chamberhall Phase 2	<p>Chamberhall agreement prepared with investor to go to October Cabinet for approval.</p> <p>Masterplan and delivery strategy complete for the North of Rock Area in Bury Town Centre. Progressing viability and land assembly advice.</p> <p>Indoor Market Hall development is on pause until further notice.</p> <p>The procurement of the Market operator is with Procurement. Regen (Ramsbottom Team) is engaging with ward Cllr's to ensure they are consulted about the proposed offer.</p> <p>GMCA/ Bury Council joint development model under development.</p> <p>The Bury Flexi Hall and Canopies project is progressing well and currently in front of programme.</p>	On track
Sustainable Inclusive Growth	Deliver Prestwich Phase 1	<p>Paper prepared for Cabinet (Oct 25) for approval to procure a third-party operator as this is better value for money than the council operating the facility. Costs have been verified by an industry expert.</p> <p>Submission to GMCA's Patient Equity funding Round 1 was unsuccessful. A bid is being submitted to Round 2 October 25 which is focused on strategic schemes. Outcome known November 25.</p> <p>RIBA Stage 4 design to commence Q3 in line with funding strategy and further work</p>	Not on track - risk addressed

Council Priority	Objective	Quarter 2 Objective Update	Quarter 2 Objective RAG Rating
		with the NHS. Reserved matters submission early 2026.	
Sustainable Inclusive Growth	Develop & deliver township development plans for Whitefield & Ramsbottom	Action Plan in place and deliverable projects identified for delivery with Local Growth Place Funding and procurement commenced for phase 1	On track
Sustainable Inclusive Growth	Progress the Northern Gateway scheme: establish MDC; Western Access OBC and first-phase planning	Approval to proceed with MDC received from Cabinet following presentation of consultation outcomes and operational detail. Ongoing discussion with MHCLG re required Orders. Draft Constitution further developed. Identification of steps needed to put operational arrangements in place with Host Authority. Western Access - adjusted model received from TfGM to enable informed sifting of options; Legal finalising x22 contract; QRA risk workshops (2 out of 3) taken place; preferred way forward workshop diarised. Continuing discussion with TfGM, Local Highway Authority and National Highways re assumptions underpinning the Transport Assessment - release of the strategic model to National Highways to support furthering the conversation. Live planning application still ongoing	On track
Sustainable Inclusive Growth	Continue to deliver the Local Transport Strategy including Bury Interchange improvements, the Highway Improvement Strategy and the Active Travel Programme	Interchange Phase 1 Southern Access: Planning application approved 22nd July 2025 Cabinet granted approval to appoint contractor 10/09 for MCF Tranche 5 - Fishpool & MCF Tranche 6 - construction to start Oct 25.	Not on track - risk addressed
Sustainable Inclusive Growth	Develop Annual Sustainability Plan and progress Climate Change Strategy	Heat Network Feasibility study was presented to the Property and estates Board who requested more information on the commercial viability of the project from heat network installers/ operators' industry. This is currently gathered via our consultants and GMCA	Not on track - risk addressed

Council Priority	Objective	Quarter 2 Objective Update	Quarter 2 Objective RAG Rating
	including town centre heat network and the EV Charging point network	Tenders received and evaluation is commencing Awaiting confirmation of budget to employ Climate Change Officer - Op Dec submitted for approval to recruit following confirmation of post funding. Investigating budget and possibility of an opportunity to employ an EV Infrastructure Officer with funding that can also work on EV Infrastructure Strategy Climate Action Plan being presented at Climate Action Board in November in accordance with relevant priorities of the council and the Climate Action Board GMCA EV procurement evaluation to take place in December/January with award to follow	
Sustainable Inclusive Growth	Support implementation of flood defence scheme by Environmental Agency	Still awaiting completion of ENW works before programming main scheme	On track
Improving Children's Lives	Progress the SEND Improvement Journey (inc. free special schools)	Millwood fourth wing expansion project progressing well, on track for completion September 2026 DfE to recommence engagement with LA/Trust regarding the development of Redvales SEMH Special school in November.	On track
Improving Children's Lives	Continue the transformation of our Pupil Referral Unit offer	Wellington Road site contamination requires further site investigations. Alternative sites/options to be sourced/considered. Appointment of Major Projects Manager in November 2025. Handover of modular accommodation 2/10/25. Anticipate welcoming pupils after October half term	Not on track - risk addressed
Improving Children's Lives	Progress the Children's Social Care Improvement journey: embed family safeguarding; develop commissioning strategy and workforce development	Structure is in place and the strategic lead for one of the two pillars has been appointed. Recruitment into the extensive number of vacancies within the structure has begun and is ongoing, with new starters beginning to arrive in late October.	Not on track - risk addressed

Council Priority	Objective	Quarter 2 Objective Update	Quarter 2 Objective RAG Rating
Improving Children's Lives	Establish an Education and Inclusion Strategy	The strategy will be formally launched on 4th November - event scheduled.	Not on track - risk addressed
Improving Children's Lives	Agree a multi-agency plan in response to the social care reforms, outlined in Keeping Children Safe, Helping Families Thrive and the Children's Wellbeing and Education Bill	Development of the proposal was delayed due to ILACS, part 1 of the delivery plan was submitted by the deadline in June. An immersive workshop was held in September with SLT and wider Council/partner reps, discussions are underway, and a project manager has been allocated. Discussions around the delivery plan are taking place with the DfE and this will be fully developed and co-produced in Q3 in readiness for the deadline of 19th December.	On track
Improving Children's Lives	Develop and implement a boroughwide neighbourhood family hub model	The contractors are currently on site and in the process of completing the refurbishment of the building the estimated finish date is 16.10.25, the building will then require setting up for delivery ensuring building compliance is in place.. Chesham has been identified as the first of our Better Start family hub, following the governments requirement to establish these to improve good levels of development.	Not on track - risk addressed
Tackling Inequalities	Deliver the Bury Locality Plan update for health and care transformation in the Borough	Bury Directory has been redeveloped with a new format at the front end including additional information to help, support and advise residents. Further opportunities to refine identified from engagement with adult social care and other partners. Proportion of sustainable funding for Live Well has been provisionally agreed.	Not on track - risk addressed
Tackling Inequalities	Develop health inequalities strategy and deliver Adult Social Care Plans	Annual commissioning plans for extra care, dementia and ageing well completed and published.	On track
Tackling Inequalities	Accelerate development of the Bury neighbourhood model, in context of GM Live Well approach, including	Development of Live Well proposition for Bury continues to develop at pace, as set out in September 2025 Cabinet paper. Flagship site identified of The Ark in Whitefield, though importance of approach being beyond any physical site. Live Well Steering Group meetings routinely occurring, including 26th September 2025. Within Q2 also explored Live Well in context of communities of identity and experience through aligning Live Well and LETS conversations at Bury Armed	Not on track - risk addressed

Council Priority	Objective	Quarter 2 Objective Update	Quarter 2 Objective RAG Rating
	economic inactivity trailblazer pilot	Forces Conference to consider Live Well through lens of veterans. Delayed start to first cohort after discussion with Grounds Maintenance Team – planning for start in Jan 26. Procurement for other cohorts go live in late October. Economic Inactivity Project Manager recruited. All reporting to GMCA actioned.	
Tackling Inequalities	Relaunch of the council's approach to Anti-Poverty and development of a 4 year Let's Tackle Poverty strategy for April 2026	Proposal for the new strategy approved at PAG and Health & Wellbeing Board. Resolve Poverty have now been commissioned to support the work of formulating the new strategy. Let's Tackle Poverty Summit has been pencilled in for 19th November, and collaborative work on the strategy with key internal and external stakeholders will continue through Q3. Following the successful pilot schemes, permanent Resident Support Hubs are now being opened at sites across the borough. Prestwich (Prestwich Library) opened on 30th September, with Radcliffe (Radcliffe Library) opening on 27th October and Bury (Bury Town Hall) and Ramsbottom (Ramsbottom Library) on 10th November. Weekly drop-in surgeries are being held at Growing Together in Radcliffe with another surgery at CYP's Family Hubs beginning in November. Further surgeries at key stakeholder sites will follow. All 11 HSF funded preventative pilot schemes have now commenced. These schemes cover a range of anti -poverty measures including budgeting, training and skills, energy efficiency and advice provision.	On track
Tackling Inequalities	Develop the Wellness strategy: leisure business case and deliver the Green Flag Parks Programme and Green Spaces Strategy	Finance model for the Wellness (Live Well) Service operational model has not yet been agreed. Working in partnership with Public Health and other stakeholders to secure recurrent funding for the service. ZBB exercise completed for Live Well to determine budgeting requirements. Further meetings scheduled for early November to agree funding package. Top Park 3G is complete on site, lease blueprint document has been sent by Legal to Redbank but will also be used for Top Park. Business Plan is in place from Q2. Club still to confirm when they wish to have their official opening	Not on track - risk addressed

Council Priority	Objective	Quarter 2 Objective Update	Quarter 2 Objective RAG Rating
Tackling Inequalities	Delivering the Culture Strategy through the Community Culture Fund, the annual co-created events programme and repairing the Bury Art Gallery and Ramsbottom Library roofs	Pride in Place funding allocated to Whitefield and Ramsbottom to deliver events until March 26. Bury Arts Festival planned for 11th and 12th October. 34 other events commenced delivery funded by the Local Growth Fund during Quarter 2. BAM roofing tender being finalised and will be advertised on the CHEST in Quarter 3. RAM LIB Roof Project now complete. GMCA secured £25 million for creatives from the Creative Industries sector plan. Bury is working with GMCA and funding is expected April 2026.	Not on track - risk addressed
Tackling Inequalities	Implement the New Community Safety Plan	Procurement exercise undertaken following approval of Bury DA Safe Accommodation Strategy. Moderation completing at end of September 2025 for approval report to Cabinet in October 2025	On track
Tackling Inequalities	Deliver on plans to improve social housing, including decarbonisation and increase tenant satisfaction	Bid submitted and we have been awarded £2,220m grant funding for 25/26 Initial AS IS review of the repairs service complete and due to report to HLT on 22nd October and HAB on 19th November with an action plan for improvement Tenants Voice Forum now meeting regularly. Approach to tenant scrutiny now in place and scrutiny programme agreed with the TVF and HAB. Wordners have carried out analysis of all tenant sentiment about housing services so this can be used to inform service improvements. Neighbourhoods Team training is due to take place in October.	On track
Enabling Actions - Financial Sustainability	Delivery of MTFS Savings and develop 2026/27 MTFS	2024/25 Outturn reported to July Cabinet. Longlist of ZBB savings proposals for 2026/27 was produced by the end of the first week of September with work now being undertaken to confirm the final proposals to go forward and be considered at December Cabinet along with the refreshed MTFS position taking account of demand and inflationary changes and assumptions on the impact of the new local government funding model.	On track
Enabling Actions - Financial Sustainability	Refresh of the Capital Programme	Capital Programme review progressing and updated programme to be considered at January Cabinet	Not on track - risk addressed
Enabling Actions -	Production of a Commercial Strategy	Some minor changes made to the draft strategy and initial engagement with Portfolio and next steps agreed.	On track

Council Priority	Objective	Quarter 2 Objective Update	Quarter 2 Objective RAG Rating
Financial Sustainability			
Enabling Actions - Financial Sustainability	Improve strategic commissioning and procurement	Procurement and Contract Management operating model produced and agreed at PDT and Finance Boards and presented to MAG. Broad agreement to progress to implementation with the changes being integral to the delivery of savings on third party contracts with the initial investment requiring Cabinet approval in January.	On track
Enabling Actions - Financial Sustainability	Deliver finance restructure and improvement plan	Phase 1 posts are out to advert currently.	Not on track - risk addressed
Enabling Actions - Workforce, Culture & Inclusion	Develop HR Service Improvement Plan	Improvement Plan transformation bid presented to PDT in September and approved. Currently with finance board for a decision on funding. Planning commenced to stand up resource during quarter 3.	Not on track - risk addressed
Enabling Actions - Workforce, Culture & Inclusion	Deliver the Inclusion Strategy	Equality monitoring questions were reviewed in July and are available for use with internal and external surveys and consultations	On track
Enabling Actions - Workforce, Culture & Inclusion	Quarterly OD programme to embed LETS principles	Wellbeing day delivered a month later than expected. Now complete and received positive feedback stating the session was very engaging. Round robin trip to all Departmental Management Teams, presenting the 6-month position and identifying opportunities for the next 6 months. On track for target of 80 apprenticeship starters in 25/26.	On track
Enabling Actions - Workforce, Culture & Inclusion	Ensure continued compliance with PDRs, Mandatory Training and Service Planning inc. Health & Safety	Move to cloud-based e-learning system, including comms package and drop-in sessions for staff delivered earlier than planned, in July. Drop in % of staff who have completed mandatory GDPR training and had a PDR in the past 12 months. Supporting compliance with GDPR in partnership with the IG team.	Not on track - risk addressed

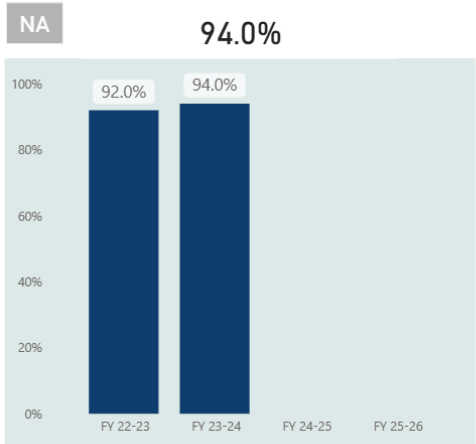
Council Priority	Objective	Quarter 2 Objective Update	Quarter 2 Objective RAG Rating
		80% of signed Risk Assessment Needs Checkers have been uploaded (76/95 service areas)	
Enabling Actions - Transformation	Implementation of the Digital Strategy	Investment case developed for DDaT team and is due at finance board in quarter 3. This will alter the structure and approach of the team. Therefore, once approved the Digital Strategy can be socialised within the team and staff objectives aligned.	Not on track - risk addressed
Enabling Actions - Transformation	Delivery of the Unit 4 Upgrade and change plan	Phase 2 draft structure being finalised with consultation expected to commence in early November	Not on track - risk addressed
Enabling Actions - Transformation	Confirm the Council's Corporate Estate Plan	COPE data collected and asset list completed. Review of Council assets by ward completed. Discussions with services have commenced on how we can rationalise assets and deliver family hubs and LiveWell centres in each neighbourhood. Town Hall work postponed due to delays in completion of 3D survey of the building. Engagement with staff/directorates on future working practices has commenced. New Facilities Management structure commencement to be integrated into a wider Corporate Landlord model. Current corporate landlord model under review, approvals currently being sought for a consultant appointment to complete the Corporate Landlord model review.	Not on track - risk addressed
Enabling Actions - Transformation	Increase community engagement and cohesion through the new VCFA SLA and our social cohesion strategy	<p>MoU endorsed at Bury Locality Board in early September and signed at Team Bury Partnership on 9th September by Voluntary Community Faith and Social Enterprise sector leads alongside Council leadership. Action now progressing onto delivery of MoU in context of ongoing work regionally to refresh the GM VCFSE Accord. Partnership engagement on community safety and broader principles of LETS through various activities throughout the summer including Collabor8 in July at Derby High School; Bury Mela at Burrs Park in August; partnership outreach into asylum and immigration focused support organisations. Bury leads have met with the Greater Manchester Faith & Belief Advisory Panel to scope wider engagement with Bury's faith sector through a proposed Faith Action Network, actions of which will progress in Quarter 3</p> <p>Keeping Town Centres Safe activity has included joint partnership patrols between Greater Manchester Police, Youth Detached Outreach, Bury BID Street Patrols, ASB officers and TravelSafe. Bury welcomed minister Angela Eagle MP to Bury Town Centre to showcase partnership activity</p>	On track

Appendix Three: Corporate Plan Performance Dashboards

Priority: Growth - Corporate Performance - Power BI

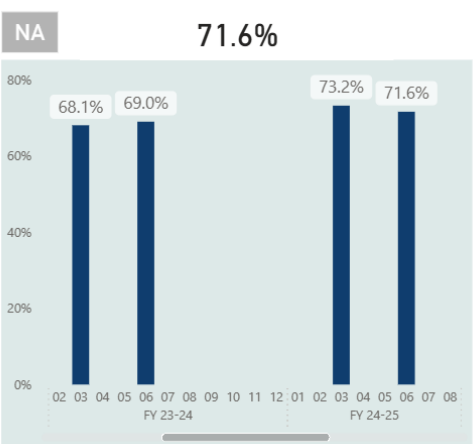
% Housing completions on brownfield land boroughwide

High is good



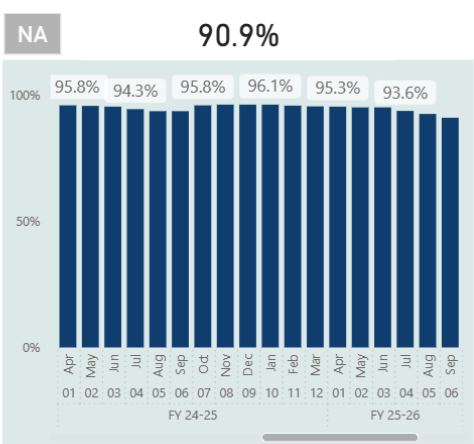
% of street lighting converted to LED

High is good



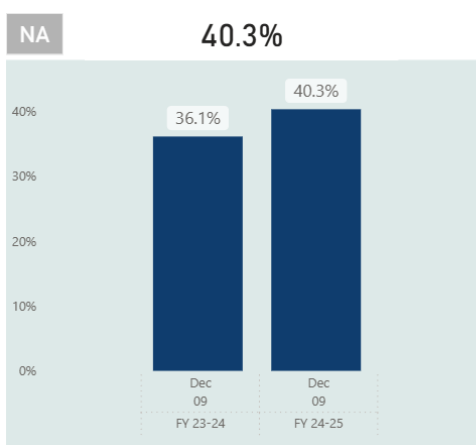
Education, Employment, or Training (EET) of 16-17 year olds (%)

High is good



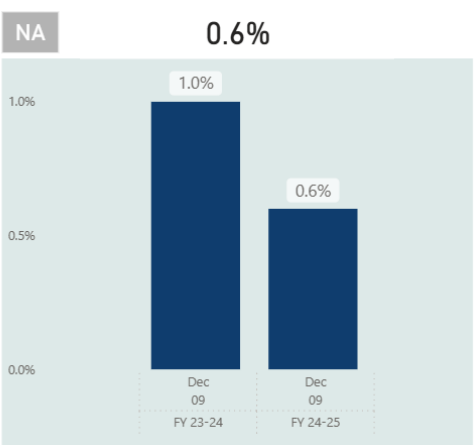
Energy efficiency of housing in the borough (% Band A-C)

High is good



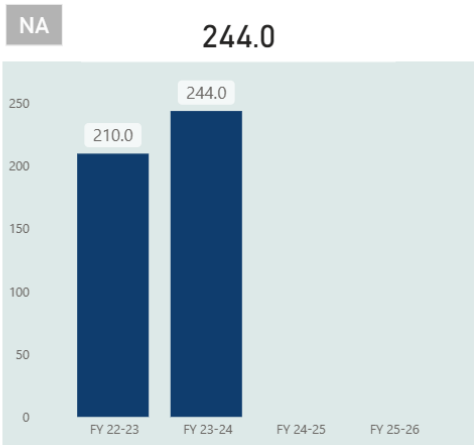
GM Neighbourhood Floor Target - % of premises unable to access download speeds of at least 30 mbits/s

Low is good



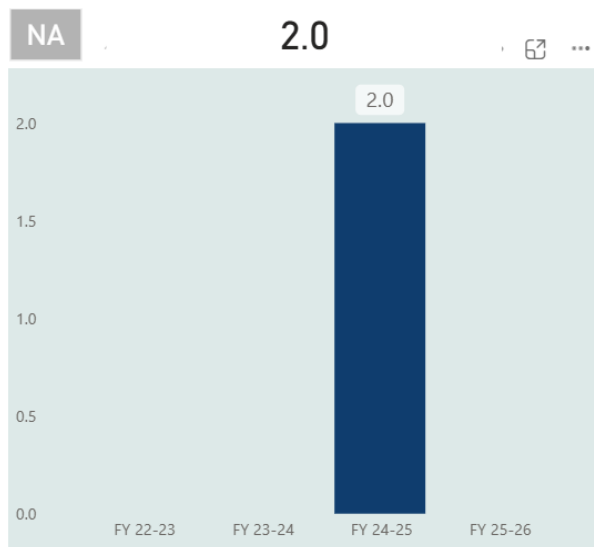
Annual housing completions boroughwide

NA



Borough rank within GM for digital connectivity

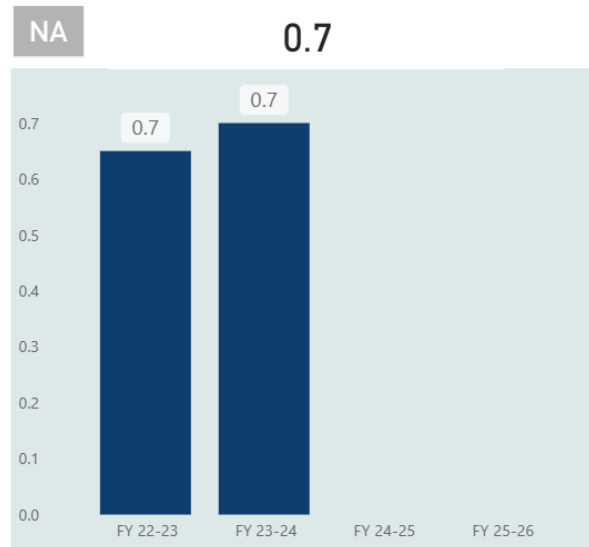
Low is good



Job Density - The numbers of jobs per resident aged 16-64

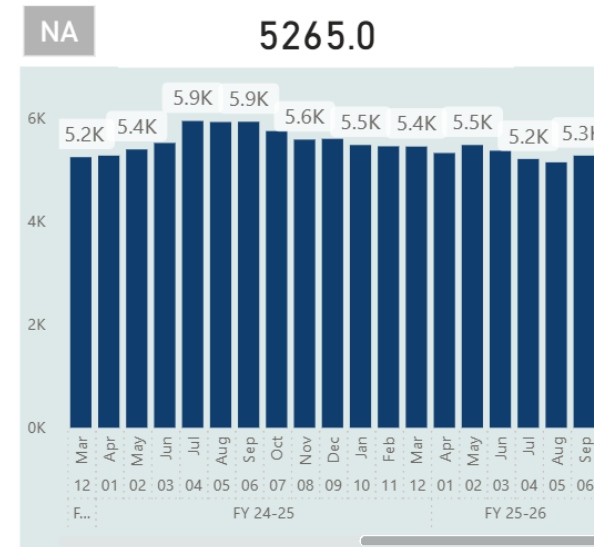
NA

NA



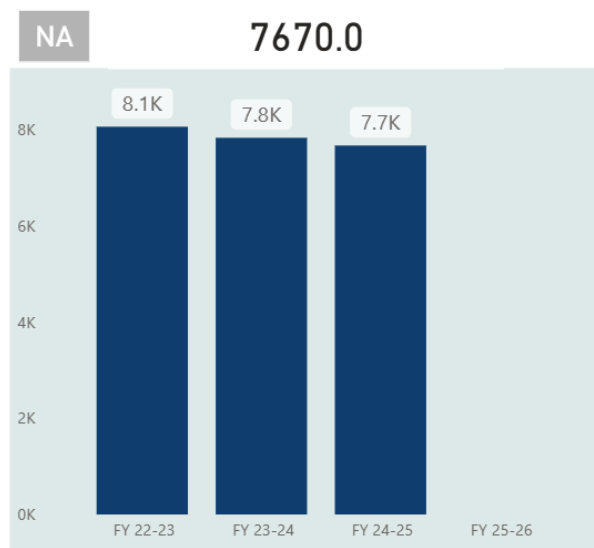
NOMIS Claimant Count

Low is good



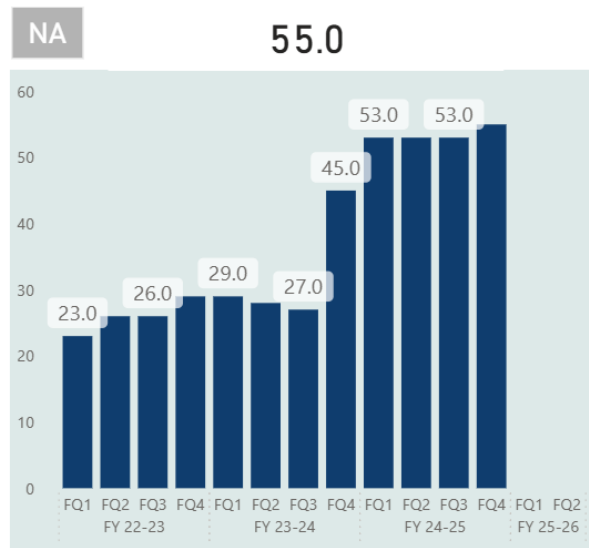
UK Business Count

High is good



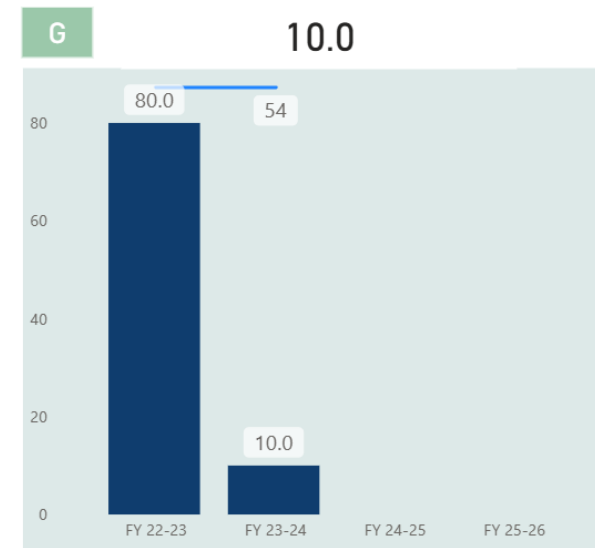
Number of EV Charge Points

High is good



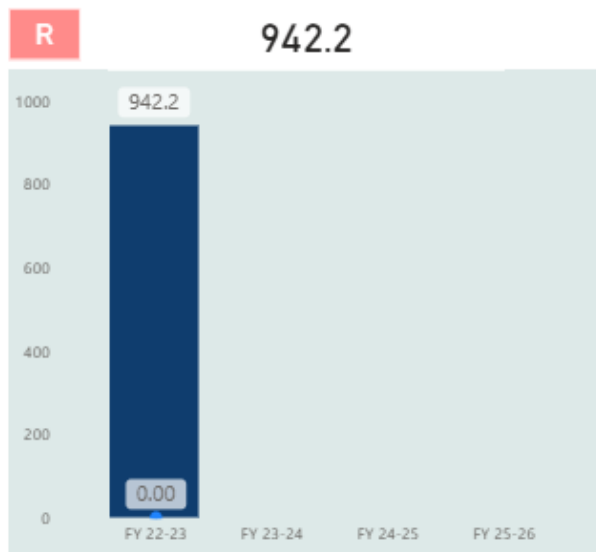
Number of housing units completed in the borough which are affordable

High is good



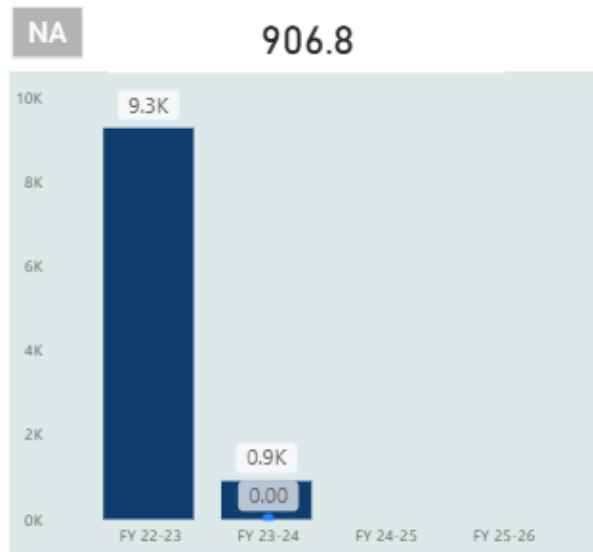
Total CO2 emissions produced within our borough

Low is good

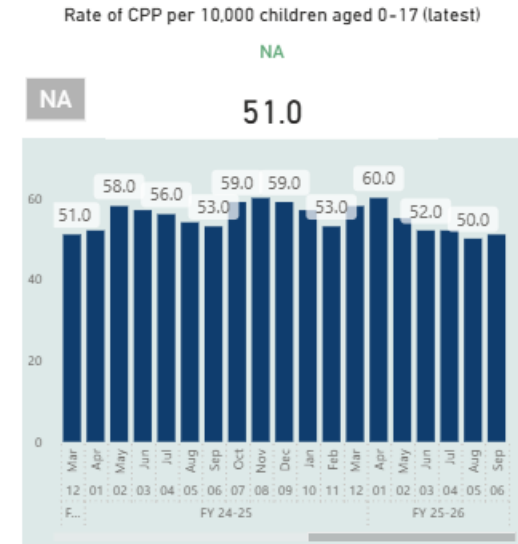
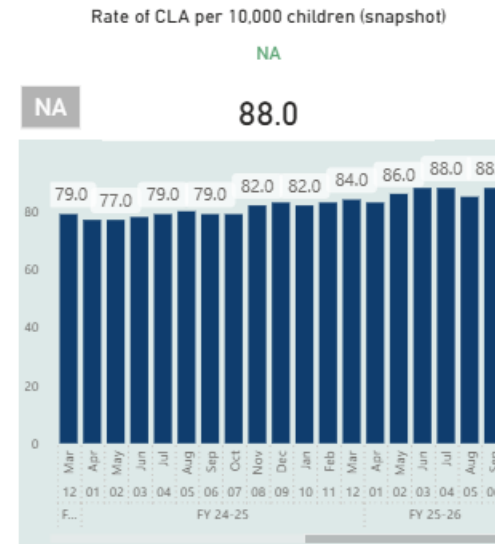
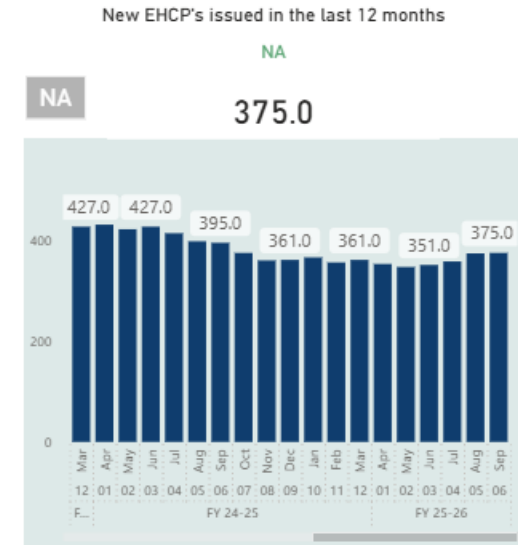
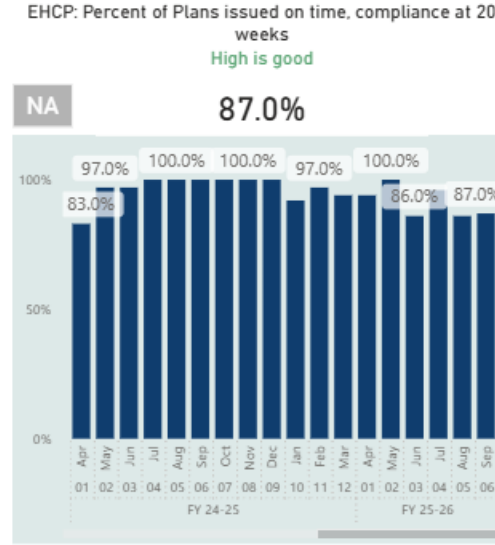
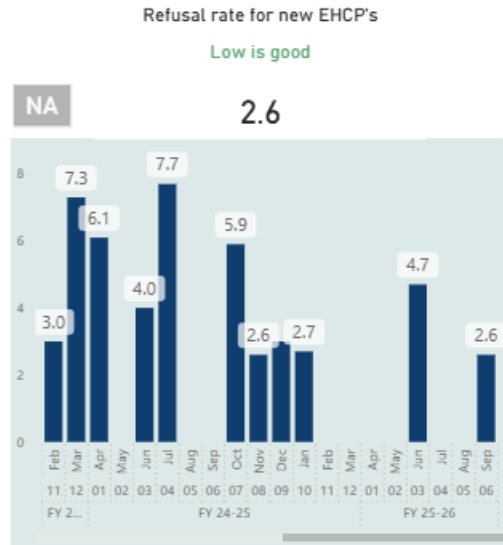


Total CO2 emissions produced within our borough

Low is good



Priority: Improving Children's Lives - Corporate Performance - Power BI



Rate of open CIN per 10,000 children aged 0-17 (latest)

NA

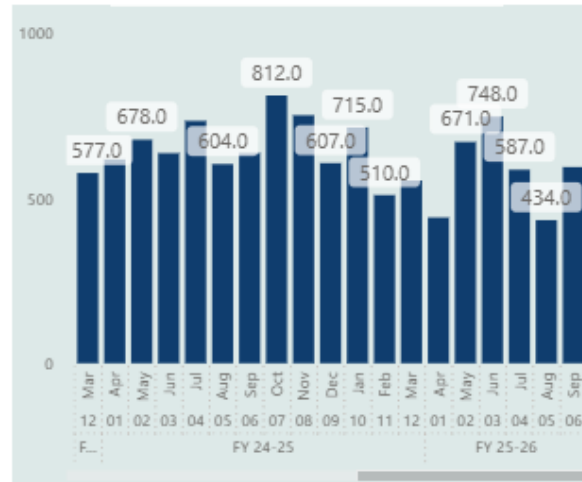
NA 318.0



Rate of referrals per 10,000 children aged 0-17 over the last 6 months

NA

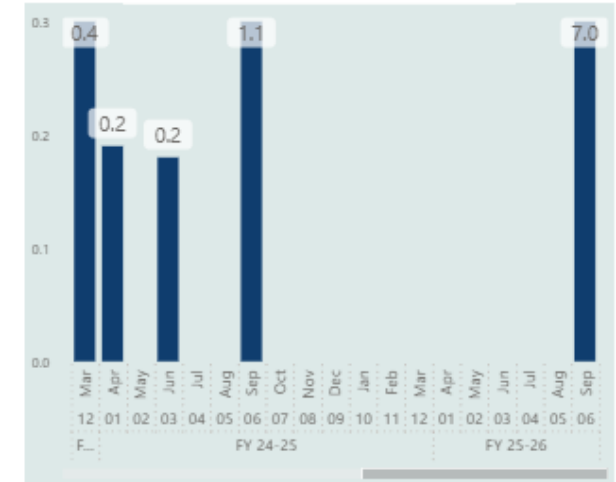
NA 595.0



Rate of School Permanent Exclusions

Low is good

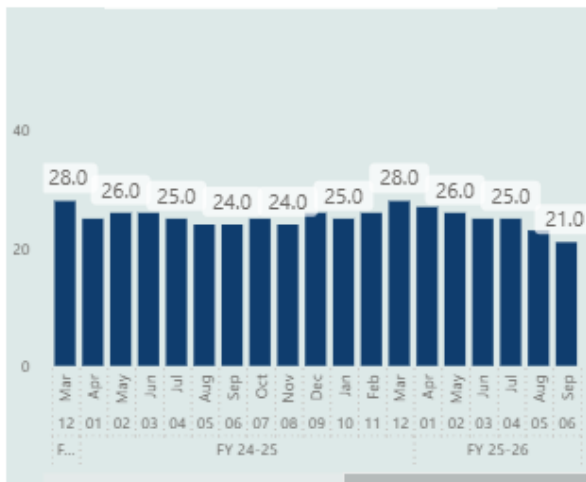
NA 7.0



Re-referrals: children with a previous referral within 12 months of their latest referral (last 6 months)

Low is good

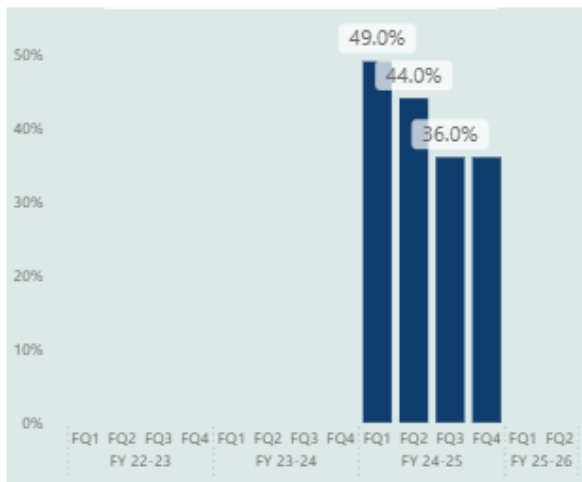
NA 21.0



% current frontline social workers who are agency workers (Children's)

NA

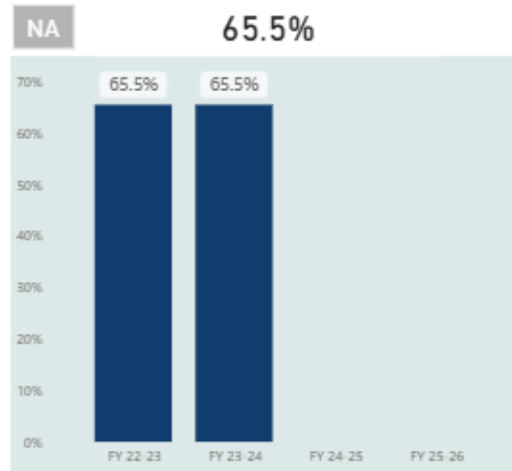
NA 36.0%



Priority: Tackling Inequalities - Corporate Performance - Power BI

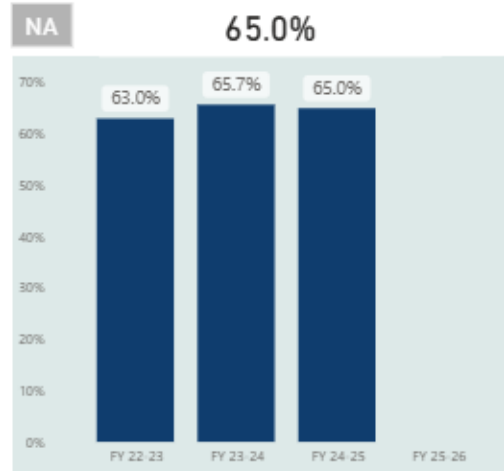
% of physically active adults

High is good



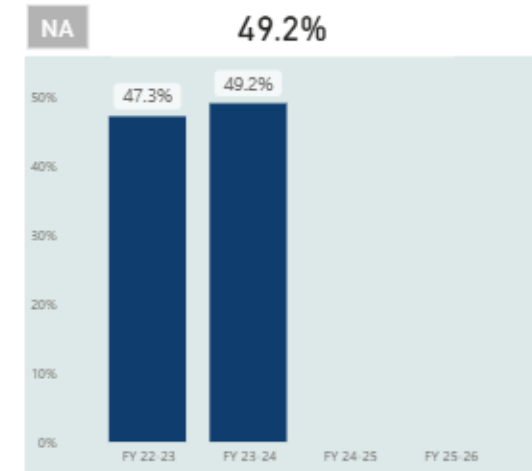
% of children defined as ready for school

High is good



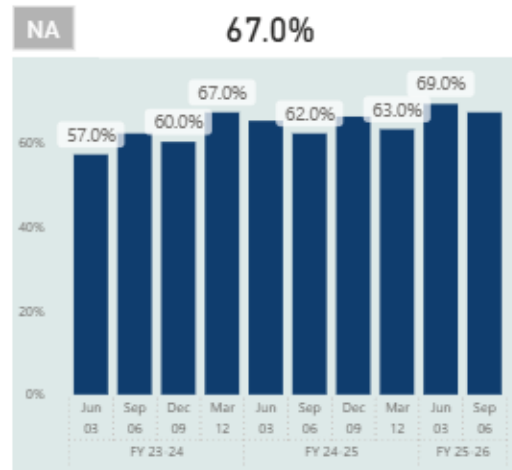
% of physically active children and young people

High is good

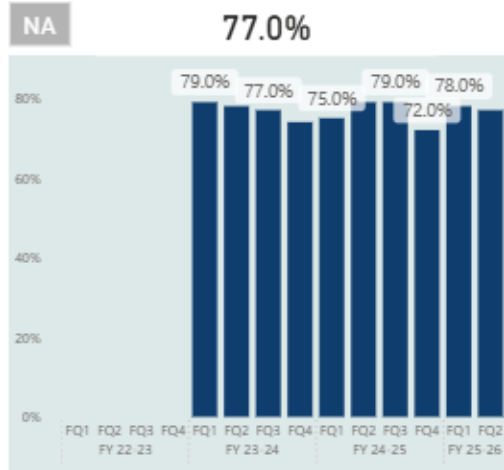


GM Crime Survey - % of residents who are confident that they could get help from GMP in an emergency

High is good

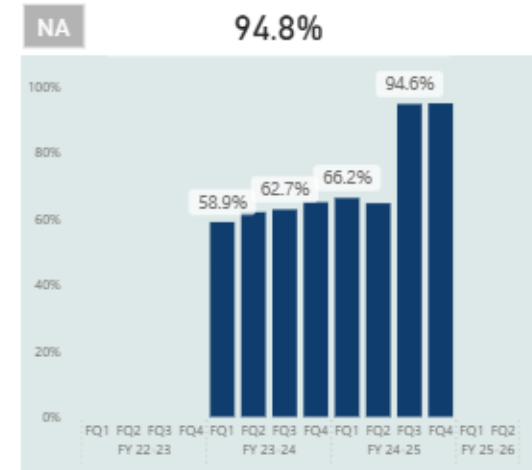


GM Crime Survey - % of residents who feel their community is a place where people from multiple backgrounds get along



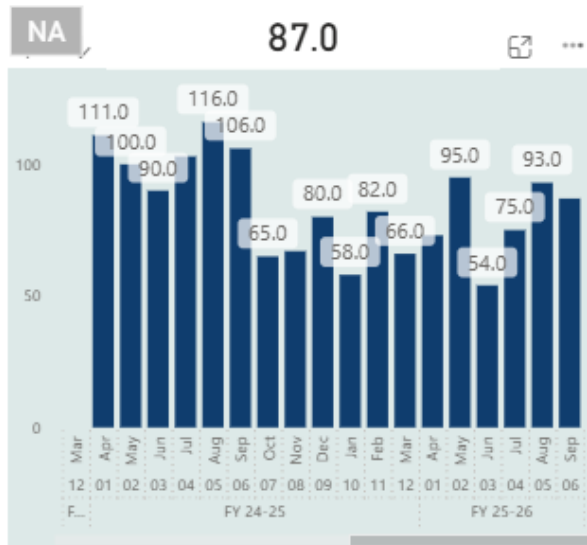
Health Visitor: percentage of children aged 2.5 years who received a 2 - 2.5 year review

High is good



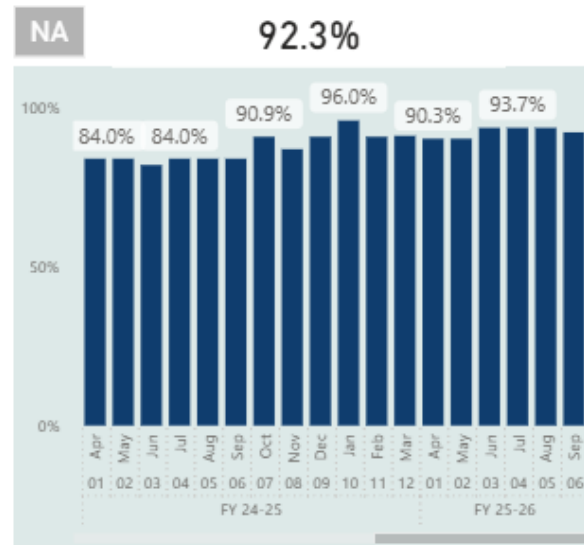
Number of people on waiting list for ASC needs assessment (snapshot last day of the month)

Low is good



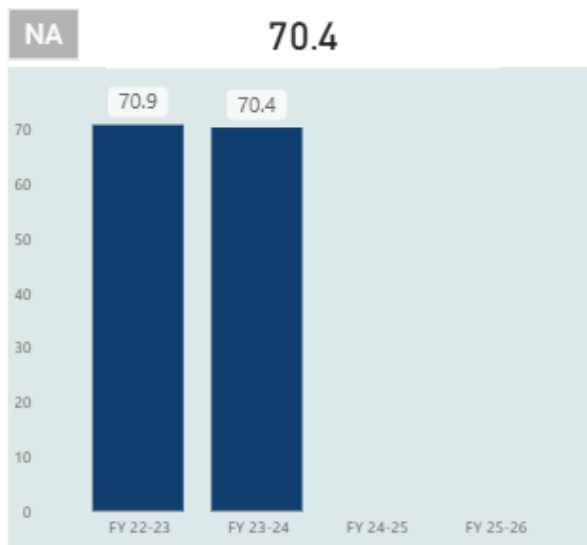
The percentage of adult social care providers rated good or outstanding by CQC

High is good



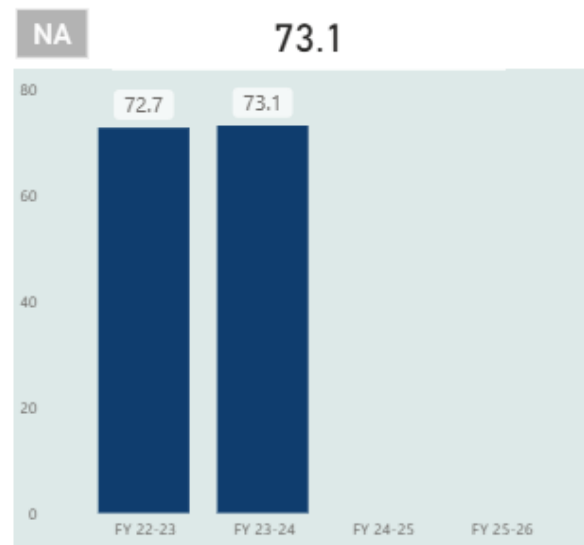
Cancer screening coverage: bowel cancer

High is good



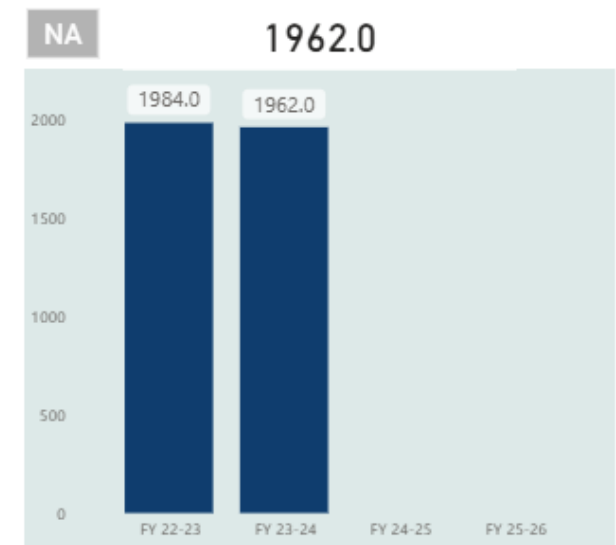
Cancer screening coverage: cervical cancer (aged 50-64)

High is good



MMR for two doses (5 years old)

High is good

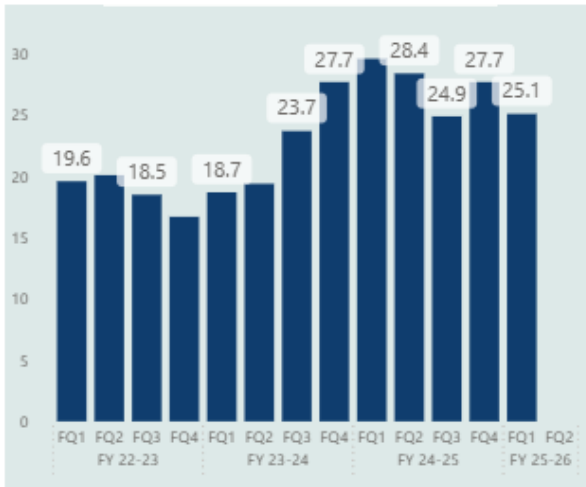


Economic Inactivity

Low is good

NA

25.1

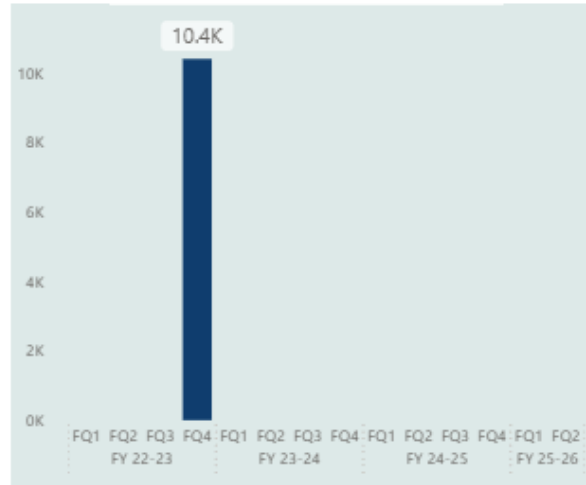


Number of children in relative low income families (under 16s)

Low is good

NA

10.4K

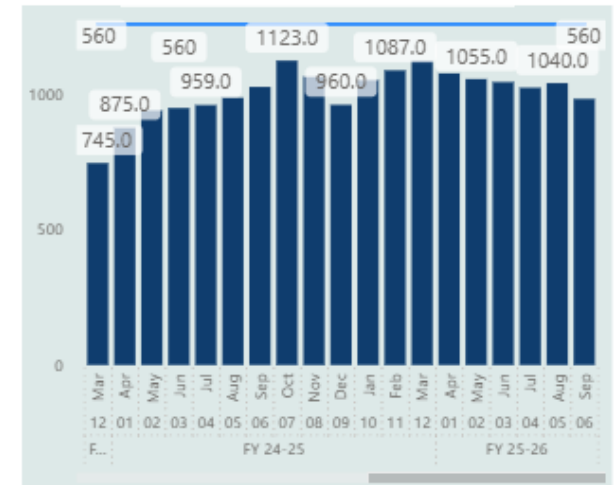


Number of statutory homeless cases open on the last day of the month

Low is good

R

982.0

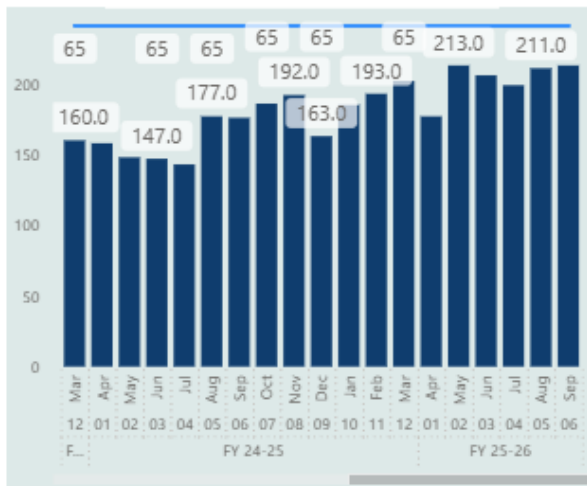


Number of households in temporary accommodation on last day of the month

Low is good

R

213.0



Average waiting time on housing register (all applications) (snapshot)

Low is good

NA

787.0

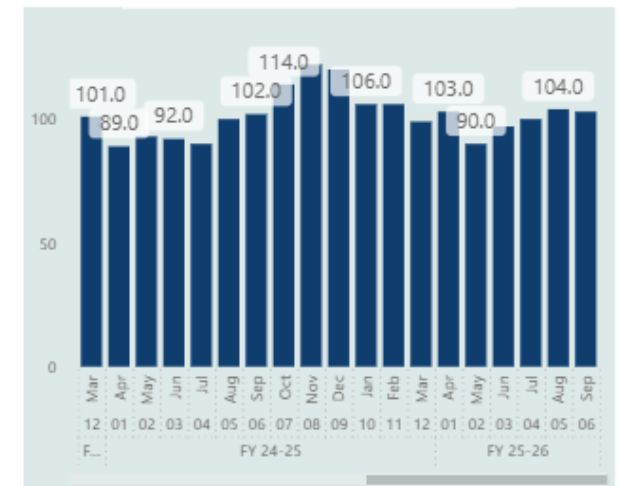


Number of rough sleepers currently being supported

High is good

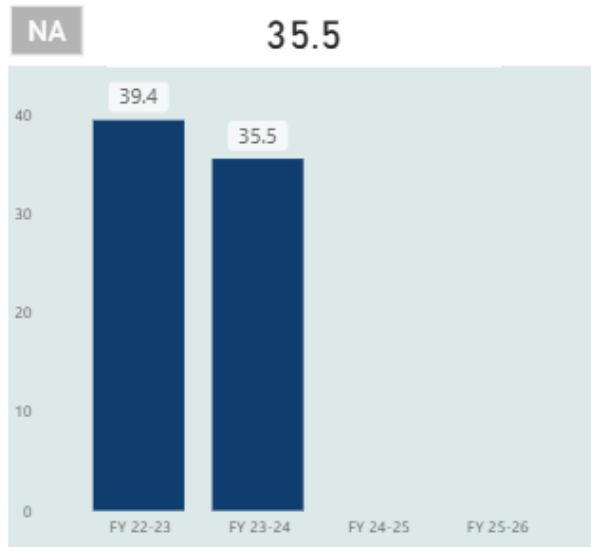
NA

103.0



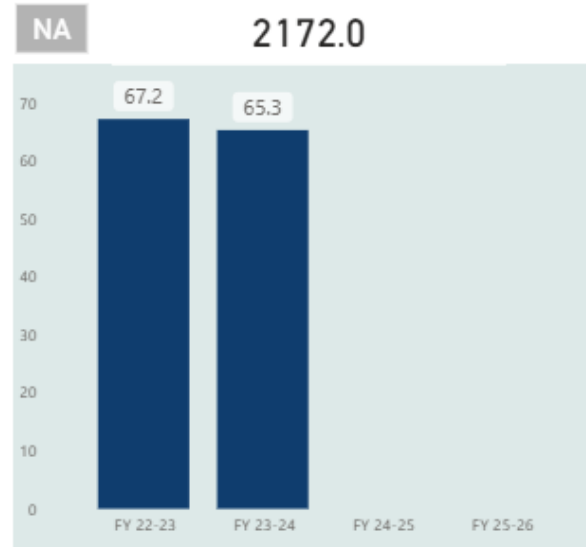
Year 6: Prevalence of overweight (including obesity)

Low is good



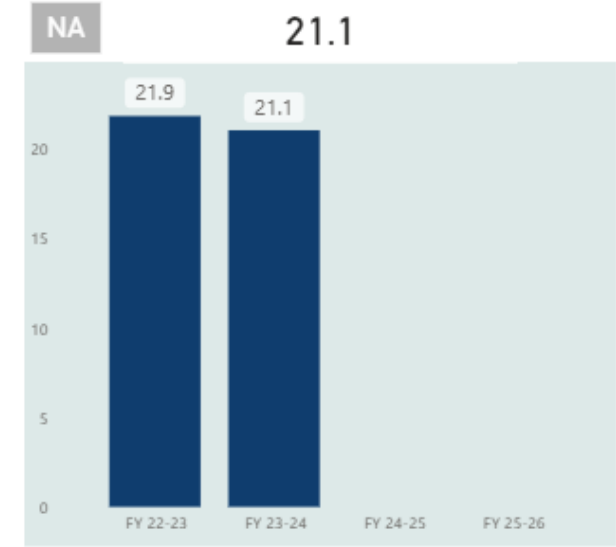
Overweight (including obesity) prevalence in adults (18+ yrs)

Low is good



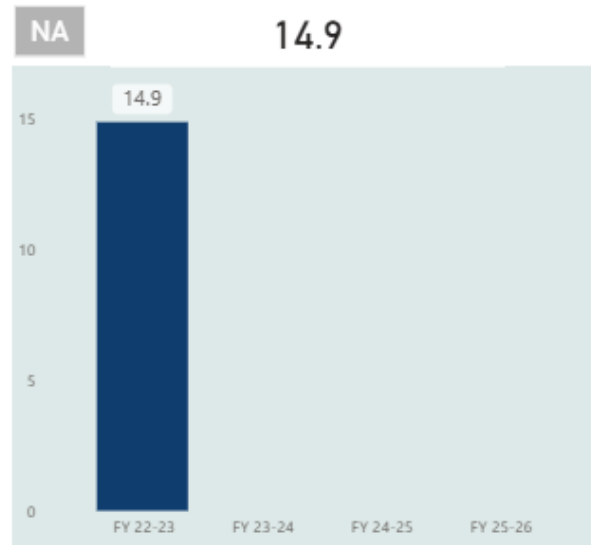
Reception: Prevalence of overweight (including obesity)

Low is good

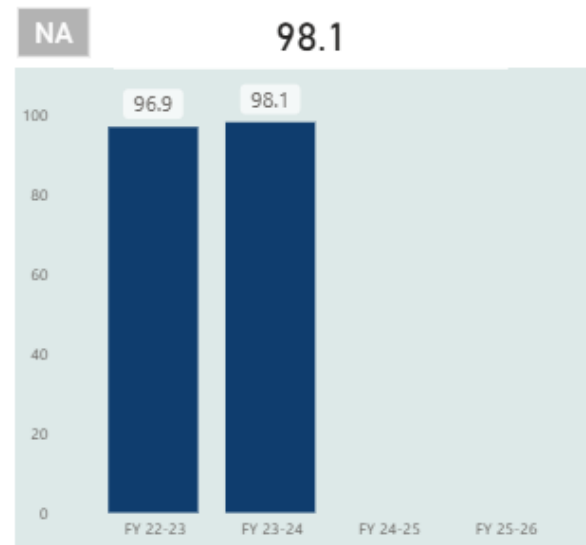


Smoking prevalence in adults (15+) - current smokers (QOF)

Low is good

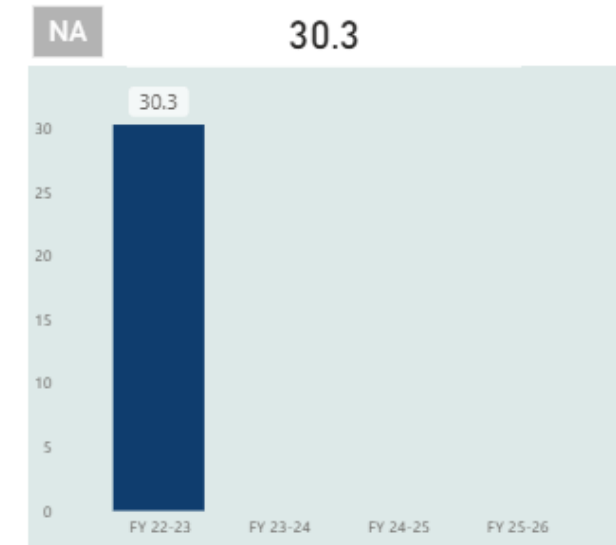


Under 75 mortality rate from all cardiovascular diseases (Persons, 1 year range) (Directly standardised rate per 100,000, includes heart disease and stroke)

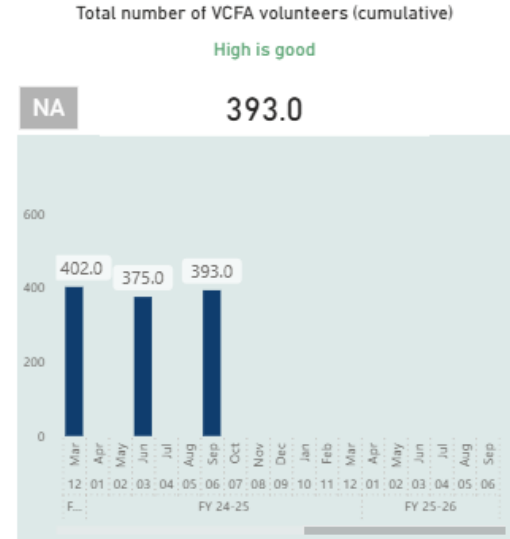
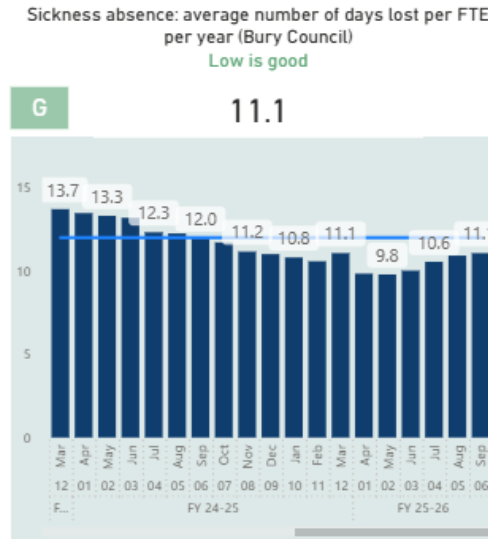
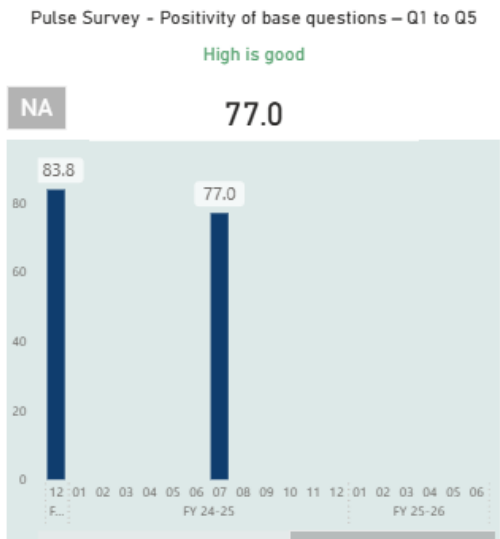
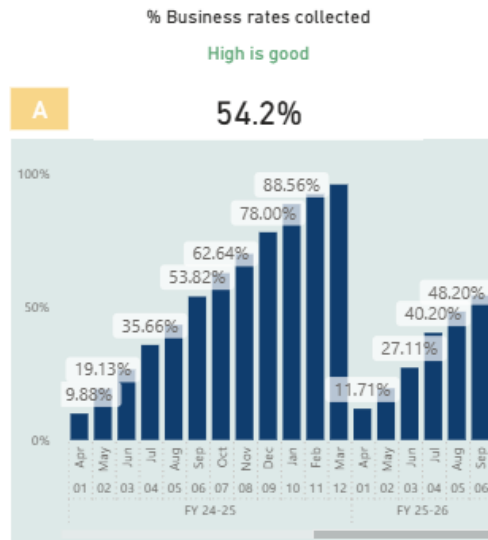
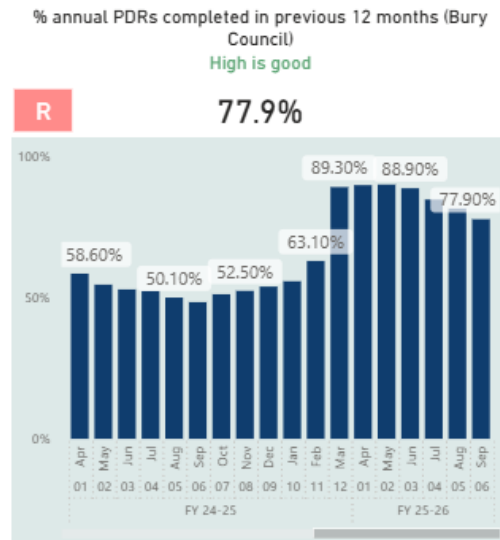


Under 75 mortality rate from liver disease

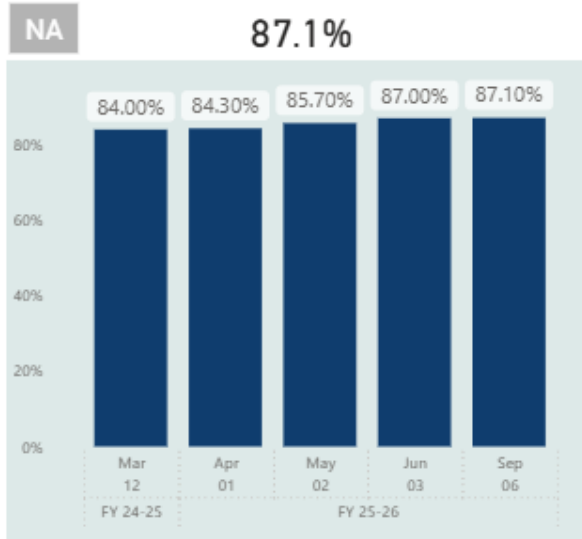
Low is good



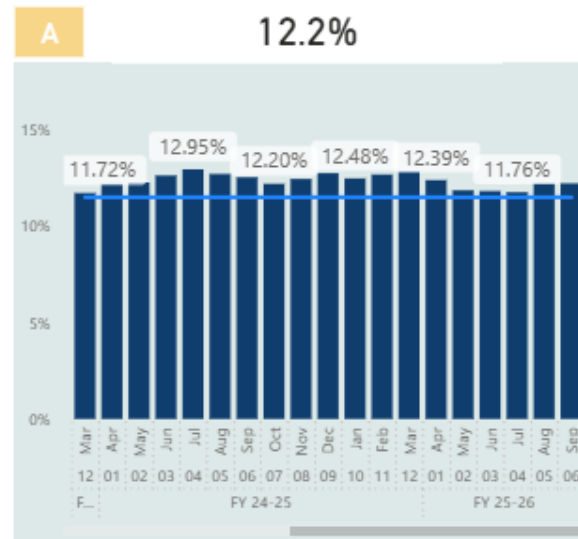
Priority: Enablers - Corporate Performance - Power BI



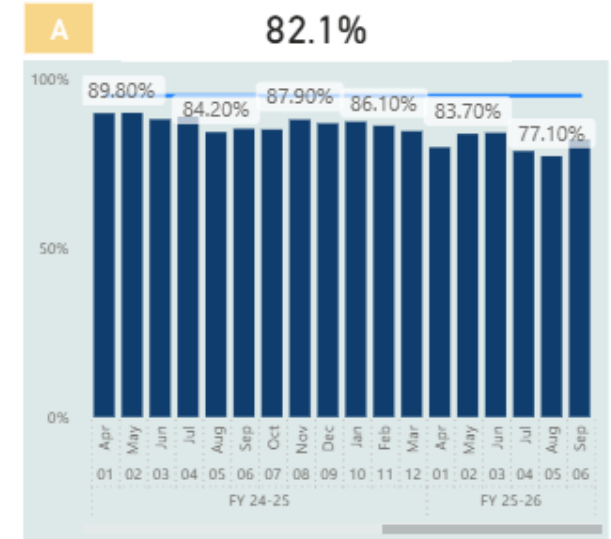
Health and Safety Assessment - % compliance with e-learning
High is good



% Staff turnover (Bury Council)
Low is good



Percentage of staff in scope who've completed mandatory training module: GDPR (in past 12 months)
High is good





Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 03 December 2025
Subject:	Draft 2026/27 Revenue Budget	
Report of	Cabinet Member for Finance and Transformation	

Summary

1. To present to members the updated budget position for 2026/27, comprising:
 - Refreshed budget assumptions and funding movements.
 - Draft revenue budget proposals.
2. To inform members of the updated budget gap of £16.000m for 2026/27 before applying any of the offsetting draft revenue budget proposals.
3. To present a draft set of budget proposals of £8.453m in 2026/27, £3.237m in 2027/28 and £2.887m in 2028/29, totalling £14.577m, which are in line with the Council's strategy to close the budget gap over the medium-term.
4. To inform members of the remaining budget gap for 2026/27 of £7.547m.
5. To inform members of the forecast reserves position over the three years 2026/27 to 2028/29.
6. To set out the 2026/27 budget setting process ahead of Budget Council on 25 February 2026.

Recommendation(s)

7. Approve the set of draft revenue budget proposals totalling £14.577m for inclusion in the Cabinet proposals for the setting of the 2026/27 revenue budget to be considered by Council on 25 February 2026.
8. Approve consultation on draft budget proposals between 4th December to 19th January 2026.
9. Note that the outcomes of the budget consultation will be reported back to Members and used to inform the budget setting proposals and referred to Overview & Scrutiny Committee for their consideration.
10. Note the remaining budget gap of £7.547m for 2026/27 with further budget proposals to be presented to Cabinet in January 2026.
11. Note the forecast reserves balance for 2026/27.

Reasons for recommendation(s)

11. The Council has a legal requirement annually to set a balanced budget and Council Tax and where necessary undertake consultation with the public, businesses, stakeholders and internally with staff and through Overview & Scrutiny Committee.
12. To update members on the Councils budgetary position and set out the work plan to reduce the forecast budget gap ahead of Budget Council on 25 February 2026.

Alternative options considered and rejected

13. The current assumption within the MTFS is for an on-going 4.99% annual Council Tax increase (2.99% general precept and 2% adult social care precept).
14. An alternative option could be made to increase its 'relevant basic amount of council tax' above the levels that will be set out in the 2026/27 Local Government Finance Settlement published later in the year, but this would require holding a local referendum and a majority vote.
15. A 1% increase or decrease in Council Tax is the equivalent to c£1.27m.

Report Author and Contact Details:

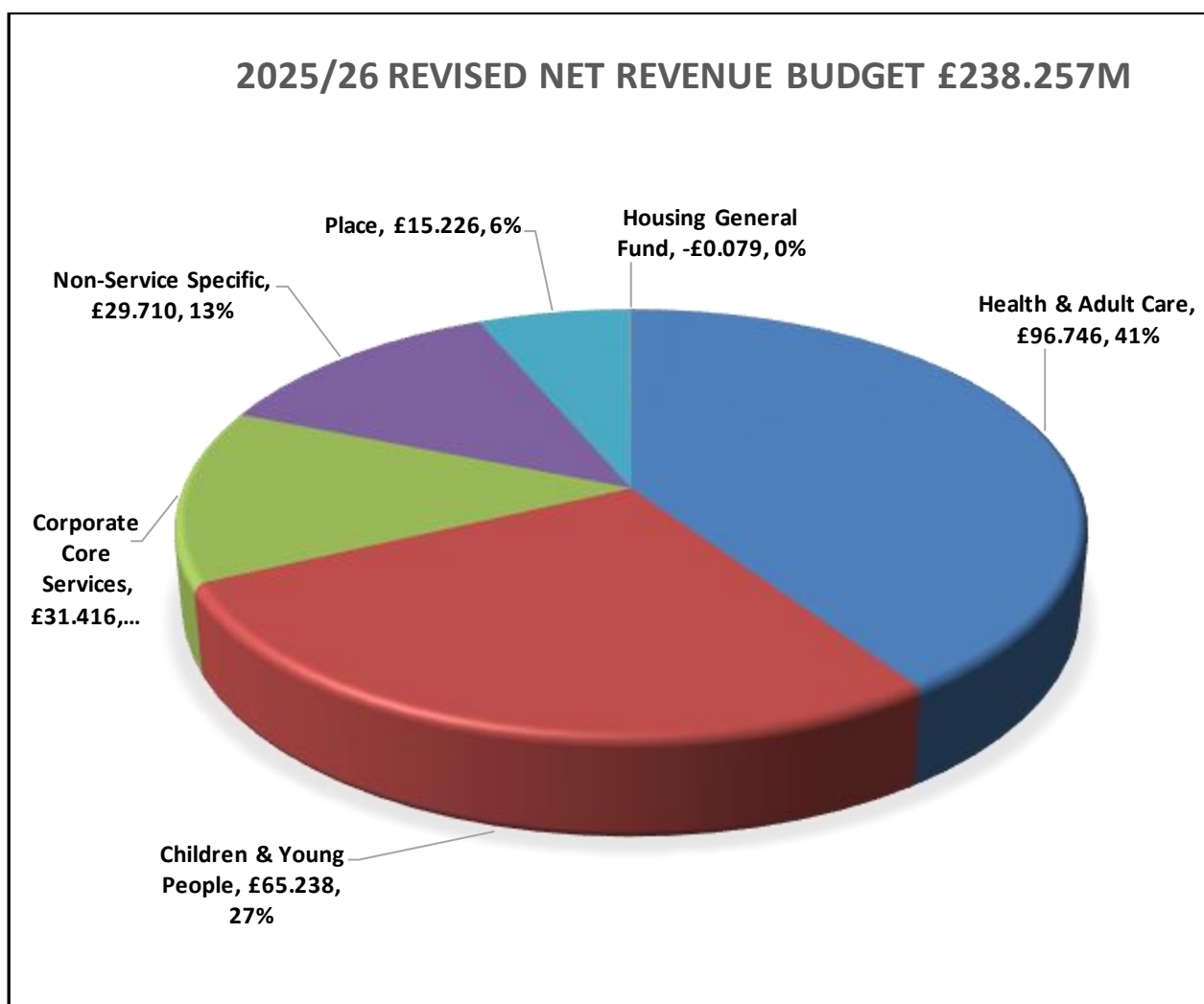
Name: Neil Kissock
Position: Director of Finance
Department: Corporate Core Department
E-mail: n.kissock@bury.gov.uk

Background

2025/26 Base Budget

16. The budget report presented to Budget Council on 25 February 2025 set out the Council's budget requirement for the 2025/26 financial year and provided details on the Council's reserves position. This process is in accordance with statutory requirements and proper accounting practices.
17. Council approved a net revenue budget of £238.257m for 2025/26, which included an approved use of the budget stabilisation reserve of £5.858m held within the Non-Service Specific Directorate, to address the structural funding deficit and balance the revenue budget.

The graph below shows the representation of the net revenue budget of £238.257m by Directorate.



18. A further analysis of the net revenue budget by type of expenditure and income shows the main areas of budget spend being staffing, demand and contracts and sales, fees and charges, as shown in the table below:

Budget Group	Inc/Exp	Budget Control Group	Revised Budget £m
Net Budget	Exp	Staff & Related Expenses	£111.239
Net Budget	Exp	Demand & Contractual	£174.189
Net Budget	Exp	Other Expenditure	£22.853
SERVICE EXPENDITURE TOTAL			£308.281
Net Budget	Inc	Government Grants	(£6.753)
Net Budget	Inc	Other Grants & Contributions	(£0.963)
Net Budget	Inc	Sales, Fees & Charges	(£42.869)
Net Budget	Inc	Other Income	(£39.281)
SERVICE INCOME TOTAL			(£89.867)
SERVICE RECHARGES TOTAL			(£17.177)
SERVICE RESERVES TOTAL			(£0.752)
Net Budget		Housing Benefit	(£0.292)
Net Budget		Precepts & Levies	£29.212
Net Budget		Treasury & Capital Financing Costs	£6.813
Net Budget		Provisions & Contingency	£2.038
OTHER EXPENDITURE & INCOME ITEMS TOTAL			£37.771
NET REVENUE BUDGET TOTAL			£238.256
Funding		Council Tax	(£119.350)
Funding		NNDR	(£73.546)
Funding		Funding Grants	(£39.503)
FUNDING TOTAL			(£232.398)
CORPORATE RESERVES TOTAL			(£5.858)
GENERAL FUND TOTAL			£0.00

2025/26 Quarter One Forecast Outturn Position

19. Delivery of the 2025/26 budget is fundamentally important as any emerging and recurring additional demand and cost pressures will increase the budget gap position previously reported.
20. The 2025/26 Quarter One position was presented to 20 September 2025 Cabinet which showed a projected forecast £4.148m overspend (1.74%) against the net revenue budget of £238.257m, as shown in the table below.
21. The two main areas contributing to the £4.148m overspend were:
- Adults: the Care in Community budget forecast to overspend by £1.942m.
 - Children's: home-to-school transport forecast to overspend by £0.440m and the Children Looked After (CLA) budgets forecast to overspend by £2.577m.

These service areas make-up a significant and increasing proportion of the revenue budget reflecting the additional demand for, and cost of, the services being commissioned. These are national issues and not unique to Bury.

2025/26 Quarter 1 Forecast Outturn	Revised Budget £m	Q1 Forecast Outturn £m	Q1 Forecast Variance £m
<u>Directorate:</u>			
Health and Adult Care	£97.154	£99.096	£1.942
Children & Young People	£64.532	£67.549	£3.017
Corporate Core Services	£30.618	£31.365	£0.747
Non-Service Specific	£31.522	£29.965	-£1.557
Place	£14.509	£14.509	£0.000
Housing General Fund	(£0.079)	(£0.079)	£0.000
NET REVENUE BUDGET	£238.257	£242.405	£4.148
<u>Funding:</u>			
Council Tax	(£119.350)	(£110.198)	£0.000
Business Rates	(£73.546)	(£71.282)	£0.000
Government Funding Grants	(£39.503)	(£39.503)	£0.000
FUNDING	(£232.398)	(£220.983)	£0.000
<u>Use of Reserves:</u>			
Budget Stabilisation Reserve	(£5.858)	(£5.858)	£0.000
USE OF RESERVES	(£05.858)	(£05.858)	£0.000
BUDGET POSITION	£0.000	£15.564	£4.148

Financial Overview

National Context – Fair Funding Review

22. It has been widely accepted that the current funding system for local government is out of date and no longer fair. The Fair Funding Review 2.0 (FFR) will update the methodology for distributing the total quantum of funding between local authorities currently covered by the Local Government Finance Settlement.
23. The underlying data which determines the current distribution method has not been updated since 2013, when the Business Rate retention system was introduced and as such the review is largely welcomed across the sector. As the government have reduced grant funding to councils and council tax income has continued to grow, the proportion of council funding raised by local taxation has increased, which benefits those councils with a greater ability to raise income via Council Tax. This has resulted in a weakening of the relationship between the relative needs and resources and the actual allocations through the Settlement Funding Assessment.
24. The government has carried out a comprehensive consultation which the Council responded to in line with the deadline of 15 August 2025. The consultation reflected many issues raised previously and recommends incorporating evidence-based factors within the new funding formulas, including deprivation, key demand drivers and updated population levels. An “area cost adjustment” is included which

attempts to allow for relative differences in the cost of delivery of services across different areas. Lastly, there is an adjustment for council tax equalisation reflecting the relative ability of local authorities to raise revenues themselves via council tax.

25. In addition to the review of needs and resources, the Government also plans to roll further grants into the Settlement Funding Assessment, such as approximately £10bn of social care funding. These grants will then be subject to the outcome of the FFR process and redistribution.
26. Government estimates that there are currently approximately 300 revenue grant streams and aims to simplify and consolidate these into the four main pillars below:
 - Homelessness and Rough Sleeping
 - Public Health
 - Crisis and Resilience (Household Support Fund and Discretionary Housing Support)
 - Children's Families and Youth Grants
27. There will also be several changes to the Business rates retention system (BRRS) in 2026/27 which will take place concurrently including:
 - The business rates baseline will be reset in 2026/27, with the growth to be redistributed based on a needs assessment.
 - A revaluation in 2026 will be implemented from 1 April 2026.
 - New reduced business rates multipliers will be introduced for Retail, Hospitality and Leisure (RHL hereditaments, paid for by increases in multipliers for large businesses with rateable values over £500,000.
 - Decisions are due on whether the existing multipliers will be indexed or frozen.
28. The government has not released an exemplification to show how the revised formulas would impact funding for individual councils. Several sector experts have produced scenario modelling, which indicates that Bury could benefit slightly from the redistribution in terms of receiving a slightly higher proportion of funding based on the proposed formula changes.
29. Fair Funding modelling of the potential outcomes must be treated with caution; there are several key risks as follows:
 - Policy decisions – the final outcomes are subject to consultation responses and policy decisions yet to be taken by Ministers.
 - Data sets will be updated before the final settlement. This is expected to include population forecasts, Index of Multiple Deprivation, journey time, traffic flow and the Council Tax base (CTB1).
 - Accuracy of modelling – in the absence of exemplifications, advisors have made assumptions on how the changes could be applied; minor variations can result in significant financial impacts. These assumptions are unlikely to be fully correct.
 - Confirmation of the overall quantum of funding being made available to local government as part of the promised multi-year settlement including expectations with regard to the level of future council tax increases which is currently 4.99% per annum made up of a 2.99% general precept and a 2% adult social care precept.

30. In conclusion, FFR2.0 will have a fundamental impact on the Council's funding which is impossible to fully predict until the Government makes its final decisions on the set up of the funding distribution model. The total Spending Power subject to this review is in the region of £70bn nationally. Therefore, a small change of c0.01% equates to £7m, demonstrating the sensitivity of the distribution modelling. The underlying government assumption on council tax is that all councils are expected to increase by the maximum 4.99% currently permissible including 2% for Adult Social Care.

Budget Process

2026/27 Budget Approach

31. The vision for Bury 2030 is built upon conversations with communities and with an aspiration for Bury to:

Stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation.

Progress to achieving the vision for Bury 2030 will be measured by tracking seven core outcome measures of:

- 1) Improved quality of life.
 - 2) Improved early years development.
 - 3) Improved educational attainment.
 - 4) Increased adult skill levels and employability.
 - 5) Inclusive economic growth.
 - 6) Carbon neutrality by 2038.
 - 7) Improved digital connectivity.
32. The Let's Do It! strategy sets out four clear principles that will drive everything the Council does through:
- 1) **Local** neighbourhoods.
 - 2) An **Enterprising** spirit.
 - 3) Delivering **Together**.
 - 4) A **Strengths-based** approach.
33. Rolling two-year delivery plans are produced, with a clear set of priorities to create the conditions for change. The current 2025-26 Corporate Plan sets out the vision for the Council that is financially sound, delivers its statutory responsibilities and contributes to the borough's LET'S Do It! outcomes.
34. The three core overarching priorities remain unchanged for 2025/26 with an additional enabling priority added, delivery of which will also secure financial stability. The priorities overlay the "business as usual" departmental functions which are described separately in service planning documents.

The three core strategic priorities for 2025/26 are defined as follows:

- 1) **Sustainable Inclusive Growth** – to deliver the all-age work and skills strategy,

develop a new Housing Strategy, continue the levelling up programmes, strategic regeneration along with the Local Plan, Northern Gateway Masterplan and our continued commitment to carbon neutrality.

- 2) **Improving Children's Lives** – This priority details the continued delivery of the SEND and Social Care improvement plans, continuing transformation of our Pupil Referral Unit offer, establishing an Education and Inclusion strategy and agreement of a multi-agency plan in response to social care reforms.
- 3) **Tackling Inequalities** – develop a health inequalities strategy and deliver our improvement plan for Adult Social Care alongside an update of the health and care transformation in the borough. To accelerate the neighbourhood model and develop a Wellness strategy and deliver the Green Spaces and Culture strategies, implement the New Community Safety plan. Deliver improvements to social housing, including decarbonisation and increased tenant satisfaction.

35. The additional enabling actions are needed to ensure the organisational conditions necessary to deliver these priorities. The actions include the themes of Financial Sustainability, Workforce, Culture and Inclusion and Transformation.
36. The connection between these priorities of the Corporate Plan and the MTFS have been illustrated through the increased demand data for Children's Social Care, SEND, Adult Social Care and Housing, all of which have placed in year pressures on the budget as reflected in [21-23] above. As such, further work is being undertaken to look at how work on these areas can be re-focused to reduce in-year projects and support the budget strategy.

Budget Movements: Assumptions & Funding

Budget Update: December 2025

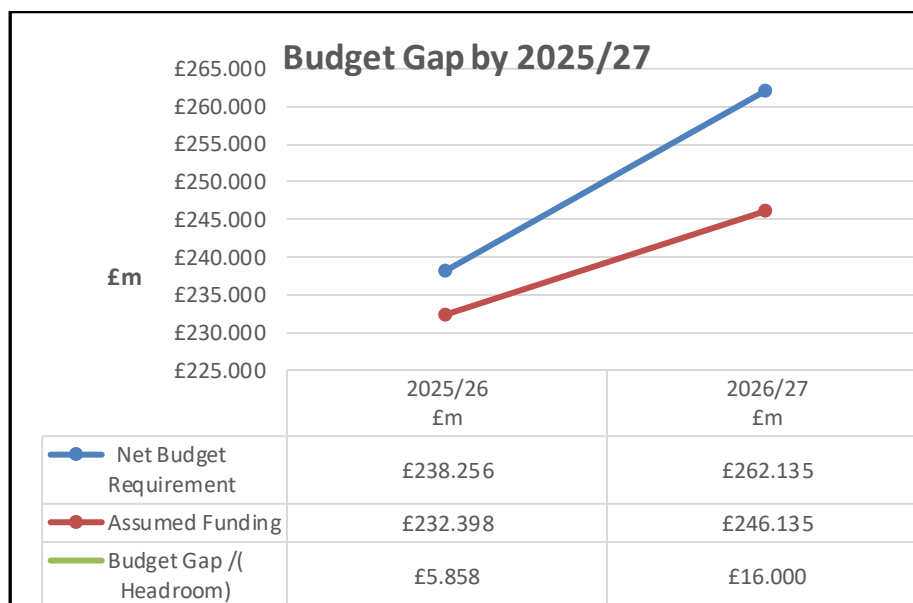
37. A review of the MTFS budget assumptions and assumed funding has been undertaken. The outcome of the provisional local government finance settlement will not be confirmed until some point in the week commencing 15th December 2025. Given the inherent unprecedented uncertainty with regard to the funding changes affecting local government which could lead to a material variance from our core assumptions, this report covers the impact on the 2026/27 budget position and not a longer-term update of the medium-term financial position which ordinarily looks three years ahead. This is primarily as any material variance in the multi-year settlement from the current assumptions could have a compound impact on future years and potentially lead to a misleading position being reported based on current assumptions. Therefore, the updated medium term financial strategy position will be updated and reported to Cabinet in the new year reflecting the outcome of the multi-year settlement.
38. The table below summarises the budget movements since February 2025, to show the budget gap position for the two-years 2026/27 to 2027/29 at December 2025 of £25.855m, a net increase of £14.284m before savings proposals are included.

2026/27 - 2028/29 Budget Movements Summary	Dec-25
	2026/27 £m
BUDGET GAP [FEBRUARY 2025]	£9.612
<u>Budget Assumptions Movements:</u>	

Revision of Pay Award Assumptions	£1.046
Contractual Inflation	£2.358
Revision of the Corporate Budget Assumptions	(£1.678)
Update Adults Inflation (incl. RLW) & Demand Assumptions	£0.600
Update Children's Inflation (incl. RLW) & Demand Assumptions	£4.547
Update Corporate Core Services pressures including Temporary Accommodation and Insurance	£4.144
Update Place pressures	£0.850
Capital Receipt Flexibilities	(£2.000)
NET BUDGET MOVEMENT	£9.867
Funding Movements:	
Council Tax update / Insertion of 28/29 Taxbase	(£0.901)
Business Rates estimated update for FFR2.0 / insertion of 28/29	(£37.465)
Removal of Funding Grants per FFR2.0	£38.978
Addition of Business Rates Grant per FFR2.0	(£4.090)
ASSUMED FUNDING MOVEMENT	(£3.478)
UPDATED BUDGET GAP [DEC 2025]	£16.000
CUMULATIVE BUDGET GAP [DEC 2025]	£16.000

SAVINGS PROPOSALS	(£8.453)
UPDATED CUMMULATIVE BUDGET GAP AFTER SAVINGS [DEC 2025]	£7.547

39. The chart below shows the budget gap of £16.000m over the two years 2025/26 to 2026/27, whilst Council on 25 February 2025 approved a budget, this was supported by £5.858m use of reserves.
40. The chart below excludes the use of reserves, to demonstrate that the net revenue budget and future cost and demand pressures to deliver services exceeds the current level of funding provided by central government to the Council.



Budget Assumptions

41. Budget assumptions have increased by £9.867m for 2026/27 with funding assumptions of -£3.478m, significant items include:

- **Pay Award:** This has been increased from 2% to 3% for 2026/27, an increase of £1.046m from the £2.164m previously included to a total of £3.210m to reflect both the upward movement in inflation and revised inflation forecasts, since the budget was set.
- **Treasury Management:** Investment income and interest payable budgets have been revised based on the forecast borrowing profile.
- **Real Living Wage:** 6.7% uplift for 2026/27 has been confirmed by the Living Wage Foundation which is 1.7% higher than the original assumptions of 5% (£2.853m) and will impact primarily on adult social care fee levels. This increase of 1.7% equates to £1.882m less increased client contributions of £0.839m, leaving a net increase of £1.043m.
- **Adults Community Care Budget:** inflation increase of 2% for 2026/27 (£1.567m) and demand growth £0.875m, for 2026/27, a decrease of £0.443m due to updated population and age profile data.
- **Adults Transition Budget:** Demand growth of £2.4m (111.00%) for 2027/28 and £0.8m (19%) for 2027/28, unchanged from previous assumptions.
- **Children Looked After Budgets:** Inflation (8%), demand growth (8%) and catchup £6.7m for 2026/27, this is an additional £4.547m which has been included as growth in the 2026/27 budget of which £2.3m reflects the increase in residential placements and £1.0m is in relation to increased Home to School Transport demands, both of which have been reported to Cabinet in the Quarter One monitoring update.
- **Homelessness / Temporary Accommodation:** An additional £1.0m has been included as growth in the 2026/27 budget reflecting the increased demand for support.
- **Insurance:** An additional £1.144m has been included in the 2026/27 budget reflecting the increase in the cost of the council's insurance cover following the re-tender completed in March.
- **Capital Receipts:** The flexibility for councils to use capital receipts to support revenue expenditure that delivers service transformation has been extended and £2m is included within the proposed 2026/27 budget.
- **Funding :** We are currently forecasting £3.478m of additional funding as part of the Fair Funding Review changes but this is subject to the outcome of the consultation and final settlement.

Funding

42. Assumed funding increases by £25.709m over the two years 2026/27 to 2027/28, significant items include:

- **Council Tax Base:** 2.19% increase for growth in 2026/27 and 1.23% in 2027/28 and a 0.5% increase in the collection rate for 2026/27. The collection rate increase represents an ambitious improvement target for the service with every additional 1% collected equating to an additional c.£1m of income and will therefore be closely monitored.
- **Council Tax Relevant Basic Amount:** on-going assumption that government will keep the referendum limit at the current 2.99% over the three years.
- **Council Tax Social Care Precept:** on-going assumption that government will continue with the social care precept of 2% over the three years.
- **Collection Fund (Surplus)/Deficit:** assumed increase in the collection of arrears and reduction in the arrears provision.

Summary

43. A subjective breakdown of the updated £16.000m budget gap is shown in the table below:

	Dec-25
2026/27 - 2028/29 Budget Estimates	2026/27 £m
Net Budget b/fwd	£238.256
<u>Budget Assumptions:</u>	
Pay Award	£3.210
Pay Base Movements	(£1.612)
Agency Staff	(£0.530)
Contractual Inflation	£5.110
Real Living Wage	£4.562
General Inflation	£0.191
Demand/Volume/Activity Base Movements	£11.031
Grants, Contributions & Income Recovery	(£0.786)
Sales, Fees & Charges Levels	£0.100
Recharges HRA, School, Capital & Internal	(£0.114)
Service Reserve Movements	£0.000
Housing Benefit	£0.000
Precepts & Levies	£3.860
Treasury & Capital	(£0.241)
Provisions & Contingency	£5.862
Other	£0.000
Total Budget Assumptions	£30.642

<u>Approved Budget Proposals:</u>	
Savings Proposals	(£6.763)
Policy Proposals	£0.000
Total Approved Budget Proposals	(£6.763)
NET BUDGET	£262.135
<u>Assumed Funding:</u>	
Council Tax	(£126.917)
Business Rates	(£114.082)
Prior Year Collection Fund (Surplus)/Deficit	(£1.047)
Government Funding Grants	(£4.090)
ASSUMED FUNDING	(£246.135)
ANNUAL INCREMENTAL BUDGET GAP	£16.000
CUMULATIVE BUDGET GAP	£16.000

Budget Proposals

Budget Proposals

44. Since February 2025 Budget Council, the Council has undertaken a detailed zero based budgeting exercise to identify budget proposals to reduce the budget gap. This work has included:
- Further detailed analysis and review of existing income and expenditure budgets.
 - Detailed service budget review and challenge sessions.
 - Benchmarking against comparator councils and a review of statutory and discretionary service costs.
45. The table below shows a summary of the budget proposals generated through the new gateway process and the impact of reducing the budget gap, a full listing of the draft budget proposals is provided in Appendix 1.

	Dec-25
2026/27- 2028/29 Budget Proposals Summary	2026/27
	£m
BUDGET GAP [DEC 2025]	£16.000
<u>Draft Budget Proposals:</u>	
Draft Budget Proposals (Operational Decision)	(£8.453)
Draft Budget Proposals (Policy Decision)	£0.000
Total Draft Budget Proposals	(£8.453)
ANNUAL INCREMENTAL BUDGET GAP	£7.547
CUMULATIVE BUDGET GAP	£7.547

The above table shows that by taking forward the draft budget proposals the forecast budget gap in 2026/27 will reduce by £8.453m, from £16.000m to £7.547m.

Budget and Staff Consultation

46. To identify additional savings that will support the delivery for a financially sustainable position, all services have been reviewed, and this has initially resulted in the identification of savings proposals totalling £14.577m over the next the years. These have all been assessed as for management action that are within delegated powers for officer decisions with none of the proposals requiring policy decisions however further work is continuing between the issuing of the report and January 2026. If matters arise that require separate specific consultation this will be the subject of a report to Members in January 2026.

Management Actions

47. All of the savings proposals have been identified as management actions rather than policy decisions and are not expected to have a negative impact on service delivery. These savings total £8.453m in 2026/27 and £6.124m over the 3 year period through to 2028/29. The most significant element of this relates to those identified within the Health and Adult Care Directorate with savings proposals of £2.628m in 2026/27 and £6.586m over the next 3 years overall being identified. £5m of this, with £1.667m deliverable in 2026/27, has resulted from the deep-dive work that has been undertaken with Impower in the last few months to identify the scope and scale for further savings following a detailed assessment. The savings primarily relate to the continuation and extension of measures designed to enhance health and social care delivery by implementing a more robust and consistent strengths-based, person-centred care model. This will continue to focus on empowering individuals and improving care quality to maximise independence wherever possible, thereby reducing the numbers of people needing to enter the care system and also reducing the proportion requiring the most expensive long-term care provision. There is also a saving of £0.5m over the next 3 years being proposed in relation to reducing the level of the current council subsidy of leisure services through operating more commercially and increasing income levels, further detailed work is being carried out in relation to this proposal.
48. The next largest savings area relates to estimated savings of £3.000m over the next three years, with £1m deliverable in 2026/27, linked to a c2% reduction in third party spend which will be supported and linked to investment in a new Procurement and Contract Management future operating model which will come to Cabinet in January 2026 for formal approval. The savings opportunity and related business case has been identified as one of the core deliverables of the finance transformation programme and Unit 4 upgrade. In advance of the investment being agreed, a new contract platform is anticipated to go live initially from January, and this will strengthen compliance and oversight and reduce current fragmentation of data. Savings will come from supplier and contract aggregation, improved spend controls, upstream commissioning and procurement alignment and contract negotiation and management improvements
49. There are also £2.000m of savings linked to a Strategic Workforce review, it is

expected that this can be delivered in 2026/27 via a combination of reflecting staff turnover levels in an associated increase in the vacancy factor, reducing the current over-reliance on agency staff and the related premium in cost and moving away from the current arrangements where posts are budgeted for at the top of grade cost. A total of £1.694m over the 3 years relates to the Children and Young People Directorate with the largest single element being in respect of a proposed £1m reduction in placement costs including the mitigating the increasing costs of children's social care through keeping families together wherever possible and appropriate and meeting care needs in the most cost-effective way possible.

50. A saving of £377k is proposed relating to reducing the growth in temporary accommodation costs through the purchase of seven properties for this purpose to be funded in part from the Local Authority Housing Fund and a separate report is on this Cabinet agenda for approval of the Council's matched funding investment requirement.

2026/27 Budget and 2027-29 MTFS Position

Budget Summary

51. A summary of all the movements to the February 2025 budget gap of £9.612m to the December 2025 updated budget gap of £7.547m after savings, is shown in the table below:

2026/27 - 2028/29 Draft Budget Summary	Dec-25
	2026/27 £m
BUDGET GAP [FEBRUARY 2025]	£9.612
<u>Net Budget:</u>	
Budget Assumption Movements	£9.867
Draft Budget Proposals	(£8.453)
Budget Proposals to be Developed	£0.000
TOTAL NET BUDGET MOVEMENTS	£1.414
<u>Assumed Funding:</u>	
Funding Movements	(£3.478)
TOTAL ASSUMED FUNDING MOVEMENTS	(£3.478)
ANNUAL INCREMENTAL BUDGET GAP	£7.547
CUMULATIVE BUDGET GAP	£7.547

Budget Table

52. Based on the current budget assumptions & proposals and assumed funding, the 2026/27 net revenue budget would increase by £23.879m (10.02%), from £238.257m to £262.136m, as shown in the table below:

	Dec-25
--	---------------

2026/27 - 2028/29 MTFS Summary	2026/27 £m
<u>Directorate:</u>	
Health & Adult Care	£105.283
Children & Young People	£69.607
Corporate Core Services	£33.122
Non-Service Specific	£37.538
Place	£16.665
Housing General Fund	(£0.079)
NET BUDGET	£262.135
<u>Assumed Funding:</u>	
Council Tax	(£126.917)
Business Rates	(£114.082)
Prior Year Collection Fund (Surplus)/Deficit	(£1.047)
Government Funding Grants	(£4.090)
ASSUMED FUNDING	(£246.135)
ANNUAL INCREMENTAL BUDGET GAP	£16.000
CUMULATIVE BUDGET GAP	£16.000

Sensitivities, Risks & Opportunities

Sensitivity

53. A sensitivity of the significant budget assumptions and funding items is shown in the table below:

Sensitivity Analysis	Potential Full Year Impact of 1% Movement £m
Council Tax (level, taxbase and collection rates)	+/- £1.269
Pay Award	+/- £1.046
Real Living Wage	+/- £0.525
Adults Community Care: inflation and demand growth	+/- £0.948
Adults Transition Budget: demand growth	+/- £0.297
Children Looked After Budget: inflation and demand growth	+/- £0.852
Treasury & Capital Financing Costs	+/- £1.383

Risks & Opportunities

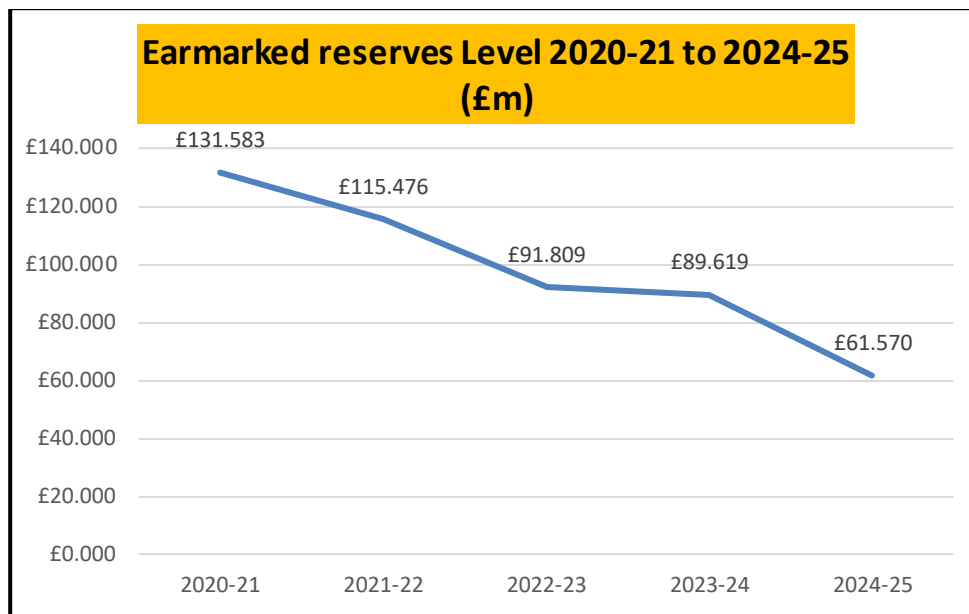
54. Legislation requires that annually the Council sets a balanced and robust budget, which is sufficient to meet its legal obligations, and then its aspirations. This requires all plans to be costed, forecasts and estimates to be checked for reasonableness, and risks to be assessed across the many varied services the Council provides. This also includes an assessment for emergencies, severe weather and other service and strategic risks.

55. Robustness does not guarantee that all possible eventualities are identified, or that all budget estimates are precise. Actual income and expenditure will likely vary from the approved budget, but in the round, these will offset one another, and the approved budget will be sufficient to meet overall expenditure requirements.
56. In exercising their statutory duty the Director of Finance, in conjunction with the Executive Team, will take all matters and issues into consideration and will make a reasoned assessment of whether the budget is sufficient and robust. The Director of Finance will ensure that the minimum reserve level is maintained to ensure the Council can meet its legal obligations.
57. The Council faces various financial risks including:
 - The ability to deliver savings at agreed values and within agreed timescales.
 - Potential legal challenges to decisions.
 - Fees and charges income differing to assumptions.
 - Variations to external funding and grant allocations.
 - Variations to modelling carried out on the new Fair Funding Review 2.0 (FFR2.0)
 - Demographic pressures.
 - Inflation and interest rates differing to assumptions.
 - Business Rates: potential costs of backdated appeals.
 - Variations to external levies & contracts.
 - Future changes to legislation.
 - Failure of Project Safety Valve to comply with the management plan.
 - Schools academisations deficits.
 - The significant financial challenge currently being faced by the NHS locally.

Reserves & Balances

Reserve Forecast

58. In accordance with statutory regulations and CIPFA guidance, the levels of balances and reserves are reviewed during the budget process to ensure that they are currently sufficient, and that they will remain adequate over the medium term.
59. The Council's historic and medium-term approach involves using reserves to support the budget position while savings are being realised. The in-year assumption is that £7.547m of reserves will be required to enable the Council to achieve a balanced budget for 2026/27.
60. The graph below shows a summary of the reserves usage over the last five financial years which clearly shows the impact of the historic use of reserves to balance the Council's budget in reducing the overall earmarked reserves by £70.013m from £131.583m to £61.570m.



61. A breakdown of the levels of Earmarked Reserves as at 31/3/2025 can be seen below.

General Fund RESERVES		Balance at 31 March 2025
		£m
General Fund (GF)		(£10.000)
Directorate Reserves		(£4.013)
Corporate Reserves	Investment Reserves	(£2.816)
Corporate Reserves	Risk Reserves	(£10.905)
Corporate Reserves	Stabilisation Reserves	(£25.638)
Corporate Reserves	Funding Reserves	(£1.542)
External Funding		(£8.701)
Earmarked Balances Sub Total		(£53.615)
Schools Reserves		(£2.972)
S106 Commuted Sums		(£4.984)
Earmarked Reserves Total		(£61.571)
GF RESERVES TOTAL		(£71.571)

62. The table below shows an illustration of utilisation of the budget stabilisation reserve to fund the 2025/26 budget gap and the 2026/27 budget gap and shows that there would be insufficient to meet the current budget gap beyond 2027/28. That demonstrates an unsustainable financial position over the medium-term, whereby the Council will be unable to set a balanced budget in 2028/29, without identifying further savings proposals, and potentially sooner should any future events including in-year overspends have an adverse impact on the level of reserve balances.

Stabilisation Reserve	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Opening Balance	(£25.638)	(£19.780)	(£12.233)	(£4.686)
Use for budget gap	£5.858	£7.547	£7.547	£7.547
Forecast closing balance	(£19.780)	(£12.233)	(£4.686)	£2.861

63. To reduce the dependence on reserves and address the structural funding shortfall, it is essential that further savings, efficiencies or income generation are identified over the three-year MTFS period 2026/27 to 2028/29 to stabilise the Council's finances over the medium-term.
64. The current timelines for 2026/27 budget setting are shown in the table below:

Budget Timeline & Workplan

Timelines

65. The current timelines for 2026/27 budget setting are shown in the table below:

Report	Committee Meeting	Date
2026/27 Budget Report	Budget Overview & Scrutiny Committee	5 February 2026
	Budget Cabinet	11 February 2026
	Budget Council	25 February 2026

Future Workplan

66. The aim between now and February is to reduce the current £7.547m 2026/27 budget gap detailed in this report and therefore reduce the impact on reserves. This work is in progress with further budget proposals to come forward to Cabinet in the new year for inclusion in the 2026/27 budget to be considered by Council in February. This next phase of budget work is framed primarily over the three themes of:

1) Internal Transformation:

This includes the development of a workforce and digital strategy including looking at the scope for becoming more cost-effective and efficient in our service delivery models including opportunities for automation and process improvement with a good example being the transformation work linked to the upgrade of Unit 4 which has £1.300m of efficiency savings linked to it over the three-year period of 2026/27 to 2028/29. This will underpin and support the ongoing work on service reviews and the right-sizing of staffing budgets.

2) Contain Growth / Demand Pressures:

A significant proportion of the forecast funding gap is the result of ongoing increasing demand, particularly Children's and Adults Social Care. Whilst

these are national issues and pressures not unique to Bury, investment in commissioning expertise is required in order to reduce Children's demand and the cost of meeting that demand.

3) Income in the Place Directorate:

This includes ensuring that all current sales, fees and charges are reviewed to ensure they cover the full cost of service delivery, and new avenues of income generation are fully explored, including, but not limited to parking fees and traffic enforcement charges.

Links with the Corporate Priorities:

Links with the LET'S Do It! Strategy are set out above.

Equality Impact and Considerations:

A full EIA will be provided on finalised budget proposals being submitted to Cabinet.

Environmental Impact and Considerations:

A full impact assessment will be completed on finalised budget proposals being submitted to Cabinet.

Assessment and Mitigation of Risk:

As set out in the body of the report.

Legal Implications:

This report provides members with details of budget proposals. The Medium-Term Financial Strategy will be considered by Cabinet in January 2026.

The report outlines the steps needed to progress with the Council's budget setting process. It is proposed that consultation takes place with the public in relation to the budget proposals between 4th December and the 19th of January. This consultation will inform the finalised budget proposals.

The Council must consult where there are specific legislative requirements or where the public would legitimately expect the Council to do so. All consultation must take place at an early stage and must abide by the principles of good consultation. The outcomes from the consultation will be reviewed and brought to Cabinet and Overview and Scrutiny for consideration.

As part of the budget setting process workforce consultation will take place in relation to these proposals. In addition to the specific legislative requirements which will be specific to the proposal the Equality Act 2010 states that public

bodies must have “due regard” to a variety of equalities objectives under the Equality Act 2010.

In order to ensure we have given due regard we need to demonstrate that we understand how decisions or policies can affect those with protected characteristics and whether they will be disproportionately affected. Consulting is therefore an important part of meeting the equality duty.

In setting the budget the Council has a duty to ensure:

- It continues to meet its statutory duties
- Governance processes are robust and support effective decision making
- Its Medium-Term Financial Strategy reflects the significant challenges being faced and remains responsive to the uncertainties in the economy by continuing to deliver against its savings targets
- Its savings plans are clearly communicated and linked to specific policy decisions, with the impact on service provision clearly articulated
- It has the appropriate levels of reserves and that it closely monitors its liquidity to underpin its financial resilience
- It continues to provide support to members and officers responsible for managing budgets
- It prepares its annual statement of accounts in an accurate and timely manner in exercising its fiduciary duty, the Council should be satisfied that the proposals put forward are a prudent use of the Authority's resources in both the short and long term; that the proposals strike a fair balance between the interests of Council taxpayers and ratepayers on the one hand and the community's interests in adequate and efficient services on the other; and that they are acting in good faith for the benefit of the community whilst complying with all statutory duties.

Section 28 of the Local Government Act 2003 also imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This might include, for instance, action to reduce spending in the rest of the year, or to increase income, or to finance the shortfall from reserves.

Financial Implications:

The financial implications are as outlined in the report

Appendices:

None.

Background papers:

Please list any background documents to this report and include a hyperlink where possible.

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning

APPENDIX 1

APPENDIX 1		Dec-25		
2026/27 - 2028/29 Budget Proposals		2026/27 £m	2027/28 £m	2028/29 £m
Rapid Response Assessment software - Technological	HAC	(£0.009)		
BEST - review charges	HAC	(£0.010)		
BEST - introduce card payments	HAC	(£0.003)		
Community Equipment - procurement review	HAC	(£0.020)		
Community Equipment - Reconfigure out of hours service	HAC	(£0.038)		
Telecare - target new customers	HAC	(£0.035)		
Telecare - tech first approach	HAC	(£0.030)		
Falcon & Griffin - review of rotas	HAC	(£0.015)		
Commissioned Services - review of client contribution limit for day services	HAC	(£0.253)		
IMPOWER review	HAC	(£0.667)	(£0.667)	(£0.667)
IMPOWER review	HAC	(£1.000)	(£1.000)	(£1.000)
Persona Supported living rate review	HAC	(£0.250)	(£0.250)	
Retender of Neighbourhood housing support contract	HAC	(£0.047)		
Reduction of Leisure council subsidy	HAC	(£0.125)	(£0.155)	(£0.220)
Live Well GM Delivery partner - funding for role	HAC	(£0.027)		
Live Well restructure	HAC	(£0.100)		
Victoria Family Centre delivery model review	CYP	(£0.050)	(£0.050)	
Support at home reduced demand	CYP	(£0.035)		
School Improvement Service - reduction due to	CYP	(£0.100)		
Governance Support - full recovery from schools	CYP	(£0.109)		
Business Support Use of Magic Notes software	CYP	(£0.100)	(£0.100)	
CSE Team - small restructure	CYP	(£0.035)	(£0.015)	
Residential homes / CWD - step down of residential	CYP	(£1.000)		
Various Building costs	CYP	(£0.100)		
Temporary Accommodation demand reduction	CCS	(£0.377)		
Staffing changes - use of HPG funding	CCS	(£0.053)		
HR Service Transformation savings	CCS	(£0.075)		
Review of payroll transactional charges	CCS	(£0.050)		
FAIR - invest to save Fraud officer reduce expenditure	CCS	(£0.050)		
Law & Democratic services - reduction in external agency	CCS	(£0.100)		
Law & Democratic services - burial service fees	CCS	(£0.040)		
Strategic Partnerships staffing review	CCS	(£0.050)		
Strategic Workforce review	CCS	(£2.000)		
Reduction in Third party spend	CCS	(£1.000)	(£1.000)	(£1.000)
Debt refinancing	CCS	(£0.500)		
TOTAL DRAFT BUDGET PROPOSALS		(£8.453)	(£3.237)	(£2.887)



Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 03 December 2025
Subject:	Adult Social Care Performance Quarter Two Report 2025/26	
Report of	Cabinet Member for Adult Care, Health, and Public Service Reform	

Summary

1. This is the Adult Social Care Department Quarter 2 Report for 2025-26. The report outlines delivery of the Adult Social Care Strategic Plan, preparation for the new CQC Assessment regime for local authorities and provides an illustration and report on the department's performance framework.

Recommendation(s)

2. To note the report.

Reasons for recommendation(s)

3. N/A.

Alternative options considered and rejected.

4. N/A.

Report Author and Contact Details:

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Department: Health and Adult Care

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Background

5. This is the Adult Social Care Department Performance Report covering Quarter 2 of 2025-26.

Links with the Corporate Priorities:

6. The Adult Social Care is Department is committed to delivering the Bury 'LETS' (Local, Enterprising, Together, Strengths) strategy for our citizens and our workforce.

Our mission is to work in the heart of our communities providing high-quality, person-centred advice and information to prevent, reduce and delay the need for reliance on local council support by connecting people with universal services in their local communities.

For those eligible to access social care services, we provide assessment and support planning and where required provide services close to home delivered by local care providers.

We aim to have effective and innovative services and are enterprising in the commissioning and delivery of care and support services.

We work together with our partners but most importantly together with our residents where our intervention emphasises building on individual's strengths and promoting independence.

We ensure that local people have choice and control over the care and support they receive, and that they are encouraged to consider creative and innovative ways to meet their needs. We also undertake our statutory duties to safeguard the most vulnerable members of our communities and minimise the risks of abuse and exploitation.

Equality Impact and Considerations:

7. In delivering their Care Act functions, local authorities should take action to achieve equity of experience and outcomes for all individuals, groups and communities in their areas; they are required to have regard to the Public Sector Equality Duty (Equalities Act 2010) in the way they do carry out their work. The Directorate intends to drive forward its approach to equality, diversity and inclusion, ensuring that equality monitoring information is routinely gathered, and consider how a realistic set of S/M/L-term objectives may help to focus effort and capacity.

Environmental Impact and Considerations:

8. N/A

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
N/A.	N/A.

Legal Implications:

9. This report demonstrates the Council's preparation for the new CQC inspection regime, its Care Act 2014 statutory duties and the strategic plan for Adult Social Care. This report demonstrates adherence to the law.

Financial Implications:

10. There are no financial implications arising directly from this report.

Appendices:

Data sources and what good looks like.

*Bury MBC ASC Preparation for Assurance Peer Challenge Report***Background papers:***Adult Social Care Strategic Plan 2023-2026***Please include a glossary of terms, abbreviations and acronyms used in this report.**

Term	Meaning	
CQC	Care Quality Commission	

Adult Social Care Performance Report for Quarter Two, 2025/26**1.0 Executive Summary**

Welcome to our second report of 2025/26. This year we know that we will have our inspection by the Care Quality Commission and our site visit will be the week commencing 6th October and will be covered in the Q3 report

In this quarter we have prepared our case file audit and presentation for the CQC. 50 cases have been prepared and submitted to the CQC for them to choose 10 to audit.

Despite continued preparation for impending inspection, the department has made considerable progress in delivering its business plan with major milestones completed throughout all of its objectives. Some of the highlights of this quarter are that we have commissioned our co-production network for people living with autism and been rolling out Oliver McGowan autism training.

Our independent workforce support programme has been launched and being delivered as part of our Bury Care Academy. We've also launched the carers emergency card and the numbers signing up is starting to grow.

The overall performance of assessments carried out has dropped this quarter, which is disappointing and resulted in increases in waiting lists for social work assessments and the number of overdue reviews. Whilst this is expected in summer due to summer holidays, it is greater than normal. This is likely due to resources focusing on CQC inspection preparation for our forthcoming site visit and case file audit. Whilst this drop in performance is disappointing it is not of a scale that causes concern and is till considerably better than 18 months ago. These performance issues will be the subject of improvement plans in Q3 when CQC has left us at the beginning of October.

Affected less by the preparation work for CQC are our intermediate care services which have bounced back following a quieter quarter 1 with great performance in our bed-based services and IMC at home especially busy. Overall, the number of people accessing care and support continues to grow but at a rate slightly lower than population growth.

2.0 Delivery of the Adult Social Care Strategic Plan

- 2.1 Adult Social Care are committed to delivering the Bury 'LETS' (Local, Enterprising, Together, Strengths) strategy for our citizens and our workforce. Our mission is to work in the heart of our communities providing high-quality, person-centred advice and information to prevent, reduce and delay the need for reliance on local council support.
- 2.2 The Adult Social Care Strategic Plan 2023-26 sets out the Department's roles and responsibilities on behalf of Bury Council. It explains who we are, what we do, how we work as an equal partner in our integrated health and social care system and identifies our priorities:



- 2.3 The 2023-26 Strategic Plan was refreshed in April 2025 supported by an updated annual improvement delivery plan which is monitored on a quarterly basis. Quarter 2 2025/26 delivery highlights include:

Priority 1 – Transforming Learning Disabilities

- We have commissioned a charity, "Respect for All" to work with us to develop an autism coproduction network for Bury autistic adults and people who know them well.
- A neurodiverse staff network has been established.
- 41 Social Care Operations staff have been trained in Autism awareness (Oliver McGowan).

Priority 2 – Excellent Social Work

- The workforce plan is being implemented, including a review of 'All Routes into Social Work' and the Assessed and Supported Year in Employment (ASYE). Exit interviews process in place and vacancy tracker for managerial oversight. The Social work mandatory training dashboard is now available to all managers to support attendance and supervision of all staff.
- Case file tracking plans and reporting for CQC inspection requirements have been completed. Managers and Heads of Service continue to conduct audits and moderation, with reports provided to the Quality Board. Thematic areas identified for improvement include Mental Capacity, Support Planning, and Case Recording, with corresponding action plans developed collaboratively with managers.

- A legal gateway has been established to manage adult social care legal casework, with a review scheduled for January 2026.
- Safeguarding teams are streamlining pathways and aim to implement a new pathway by January 2026. They also participate in forums with VCFA colleagues to communicate safeguarding information.
- Mental health social work teams are collaborating with Impower on strength-based reviews and hold weekly meetings to share practice and monitor outcomes for oversight of progress.
- The user-led group for mental health continues to expand with support from GADAM, focusing on reviewing the referral pathway for social care mental health over the next three months.
- Older people's mental health teams have initiated collaborative work to enhance the intermediate care offer, involving IMCA, Pennine Care, and the Older People Mental Health Team.
- Within the neighbourhood, the East Team is participating in a hoarding project and conducting quality assurance work in Prestwich related to high intensity users, aiming to bring these individuals into Active Case Management to reduce demand on health and public services.
- Social work managers meet regularly to improve oversight and quality of support planning through peer verification.

Priority 3 – Superb Intermediate Care

- Training and implementation of the electronic care record system in Falcon and Griffin has been completed. We are now progressing with the work for the broader Intermediate Tier aiming to commence with Killelea House following upgrade of the WIFI system.
- Commencement of Reablement and IMC@Home MDTs to improve the customer journey. These meetings are designed to enhance the customer journey by providing more comprehensive and coordinated care.
- Service planning, team engagement and dashboard preliminary work for the Disability Service to reduce occupational therapy waiting times is underway. The team have made significant progress in reducing waiting list times to provide a better service to our customers.
- The Intermediate Tier workforce strategy has been refreshed for 2025-27. The strategy will play a crucial role in shaping the workforce ensuring the team are well-equipped to meet the increasing challenges and create opportunities.
- We continue to prepare for likely CQC inspection of our care services

Priority 4– Making Safeguarding Everybody's Business

- Review of current internal safeguarding processes and engagement with teams that undertake safeguarding responsibilities has been completed. Mental Health, Learning Disabilities and Independent Hospital safeguarding now sits under the Safeguarding Team with all other safeguarding planned to move across in January 2026. This will give Bury one safeguarding process for all safeguarding moving forward.
- Work has commenced on implementation of a new learning review electronic system. The process has been drafted and signed off by senior leadership team and the electronic system is being tested to ensure it's fit for purpose.

- We are launching our refreshed Mental Capacity Act and Best Interest documentation and procedure, alongside training and tools for applications to the court of protection in a MCA awareness week (10th – 14th November 2025)

-

Priority 5– A Local and Enterprising Care Market

- Our Independent Provider Workforce Support Programme has been launched and is now being delivered by the Bury Care Academy; supporting providers with their recruitment and retention challenges as well as learning, development, succession planning and career progression.
- Together Towards Outstanding Care Strategy has been launched. This encompasses all the Council approaches and programmes of support available to providers. These all work together to drive improvements and deliver outstanding care in the borough.
- Prevention and Wellbeing, Extra Care, Dementia and Ageing Well strategies were approved and published.
- The Young People Supported Accommodation tender has been approved.











Priority 6 – Connect Unpaid Carers to Quality Support Services

- The new Carers service went live in June 2025 following tender assessment and approval.
- A Carers Co-production Network service specification and budget is in development.
- Training programme established by Carers to develop skills, helping them in their role. This will be delivered by the Carers Hub over the next 12 months.
- Carers Emergency Card now introduced to reassure Carers that there is a plan in place to support them and their loved ones. There have been 19 Carers registered during this period.
- The Carers Hub delivered 38 in person coffee and chat sessions. Two sessions were held for Carers from ethnic minority communities in the borough.

3.0 Update on Care Quality Commission (CQC) Assessment of Local Authorities

- 3.1 Bury Council was notified on 4th August of the next stage of its CQC assessment. This was that we were to have our site visit w/c 6th October but prior to this get 50 case files ready for audit. These were prepared and submitted on 18th August. We were also notified of the requirement to present to the assessment team an introduction and overview of adult social care in Bury in the form of a presentation over Teams up to 3 hours in length on the morning of 11th September.
- 3.2 The senior leadership team, cabinet member, chief exec and executive director all took part and presented the diverse range of support we provide our residents and also the impact these services deliver. The presentation lasted 2 hours and was made to 3 of our inspection team and they thanked us for the comprehensive overview.
- 3.3 In advance of the site visit the department took up an offer from Partners in health and care from the LGA and ran a further number of briefing sessions for our workforce, leaving us as ready as we will ever be for the site visit in October.

4.0 Highlight Report for Quarter 2, 2025/26

Adult Social Care - Quarterly Highlight Report - Quarter 2									
Obsessions	Performance Measures	Frequency	Polarity	Sparkline	Latest Data	Direction of Travel	Rank (higher is better)		
							Peers (16) 24/25	NW (22) Q1 25/26	GM (10) M2 25/26
Reduce the number of people waiting for a social work needs assessment	Number of people on waiting list for ASC needs assessment	Q	L		77	⬇️	-	-	5
	Median number of days waiting for an ASC needs assessment	Q	L		44	⬇️	-	-	7
Increase the number of people who have their safeguarding outcomes partially or fully met	Proportion of people that were asked about their outcomes	Q	H		76%	⬆️	-	13	-
	Of those who expressed outcomes the proportion of people who have their safeguarding outcomes fully or partially met	Q	H		96%	⬆️	-	10	-
Increase the number of people leaving intermediate care services independently	The proportion of people who received short-term services during the year where no further request was made for ongoing support	Q	H		92%	⬆️	3	5	-
	The proportion of older people (65+) who were still at home 91 days after discharge from hospital	A	H		92%	⬆️	7	-	-
Increase the number of people with a learning disability who are provided with the opportunity to live more independently	Number of people trained in the progression model	A	H		58		-	-	-
	Number of customers who have had an assessment or review using the progression model	A	H		275		-	-	-
Increase the number of people accessing care and support information and advice that promotes people's wellbeing and independence.	The proportion of people and carers who use services who have found it easy to find information about services and/or support	A	H		65%	⬇️	10	-	-
	The proportion of people who use services, who reported that they had as much social contact as they would like	A	H		47%	⬆️	-	-	-
Increase the number of people with lived experience who provide feedback	Number of feedback provided	Q	H		266	⬆️	-	-	-
Increase the number of unpaid carers identified	Total number of new carers registered with Bury Carers' Hub	Q	H		99	⬆️	-	-	-

Annual Measures: ASCOF 24/25

Quarterly Measures: updated Q2 25/26

The Department has adopted an outcome-based accountability framework to monitor performance and drive improvement. Several outcomes have been chosen that will change if the objectives of our strategic plan are met, we call these our obsessions. An obsession is a key part of an outcome-based accountability framework where focus on these areas have positive knock-on effects right across our areas of work

In Quarter 2 we saw a small increase in days waiting for assessment and a small increase in people waiting which now averages only 7 per team. This will be subject to monitoring and improvement in our performance board in Q3

Safeguarding outcomes continue to be strong but the number of people who were asked about the outcomes they wanted to achieve did drop this quarter. This will be subject to monitoring and improvement in our performance board in Q3

Quarter 2 showed an increase in the numbers of people leaving our short-term services independent at 92% and this continues to be above the England average of 83%. This performance is outstanding and not likely to be sustained so we must not be concerned if it was to drop by a point or 2.

One of our priorities is transforming learning disability services by implementing a strengths-based progression model throughout our services that support people with learning disabilities. This focuses on maximizing independence for individuals with learning disabilities by providing tailored support to gradually develop life skills, allowing them to progress towards greater autonomy in their daily lives, often through small, achievable steps and personalised goals based on their

individual strengths and needs; it emphasizes a focus on increasing independence rather than relying on long-term care services.

This has held steady this quarter as the team have concentrated on waiting list reduction.

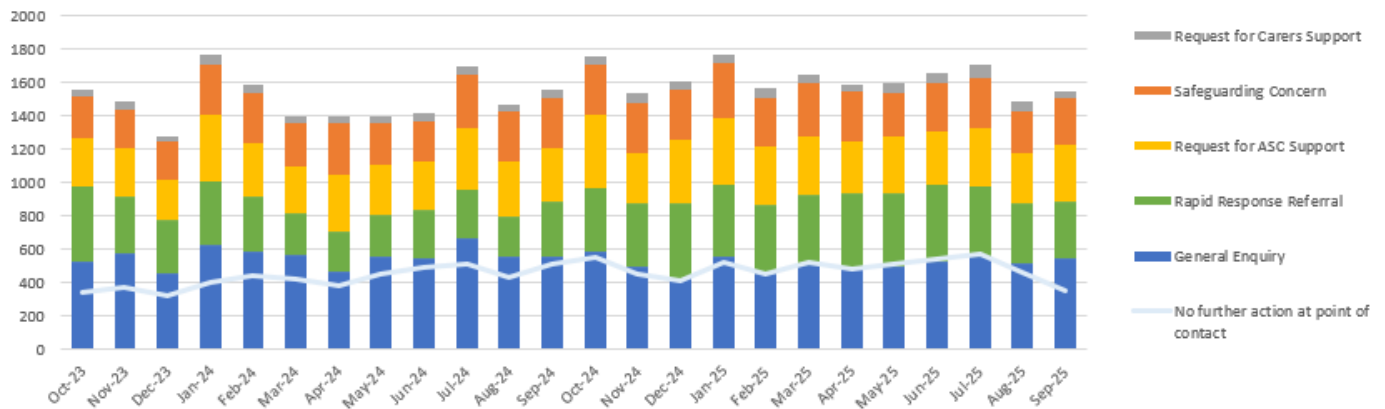
Improving the number of people accessing information is only collected annually as part of a national survey so this number will not change regularly. However to overcome this was are no collecting our own feedback to improve our services and the number of people providing feedback rose to 266 this quarter compared to 50 last quarter

One of our newer priorities to identify new carers and connect them with support meant 99 new carers were identified in this quarter.

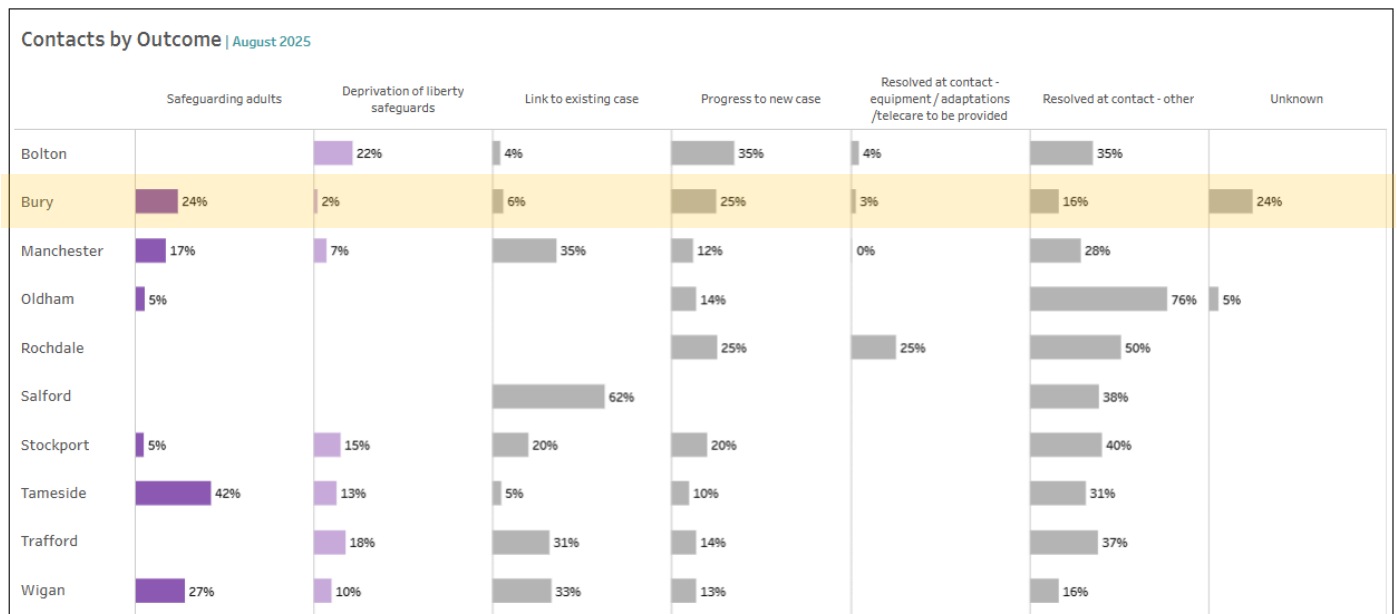
4.1 Contacts

The primary means of public contact to request support, information and advice is through our care, connect and direct office (CAD). A higher proportion of contacts resolved by CAD means that people's enquiries are being dealt with straightaway and not passed on to other teams.

Number of Adult Social Care (ASC) Contact Forms recorded each month.



Contacts by outcome - how does Bury Compare?



Contacts – Q2 commentary

This shows the number of contacts the department receive each month and what they were about. It also illustrates the number resolved by our contact centre.

Contact volumes in Q2 remained consistent with seasonal expectations. The number of contacts handled during July, August and September closely mirrored figures from the same period last year, with a predictable dip in August, the main summer holiday period.

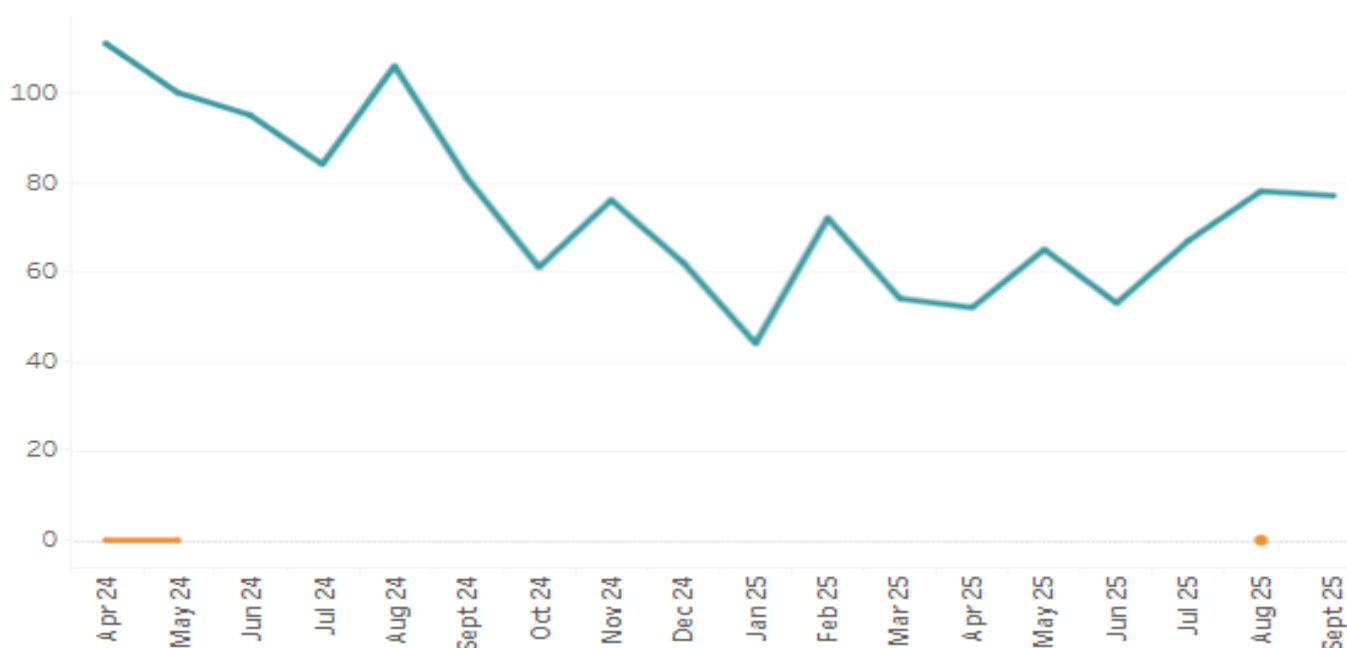
Q3 will see the design and delivery of an improvement program for our contact services to ensure we are giving an even better and more responsive service to our residents and this will follow with the development of digital routes now our new internet is launched and working well.

There was an issue with the data not being counted correctly resulting in a high number of unknown contact outcomes in August, this data issue will be investigated and resolved.

4.2 Assessments - Waiting

People awaiting an assessment (needs and carers assessments) by social workers, occupational therapists, or deprivation of liberty safeguards assessors. Reduced waiting times lead to improved outcomes for people because they are receiving a timelier intervention.

Number of people awaiting an Adult Social Care assessment each month.



How does Bury Compare – Needs Assessments?

September 2025

N.B. Charts only show Single Snapshot Date

Days waiting							
	Median	Maximum					
Bolton	8	112	Bolton	70	29.9		
Bury	44	117	Bury	77	50.0		
Manchester	12	502	Manchester	243	53.1	4.9%	
Oldham			Oldham				
Rochdale	5	13	Rochdale	12	6.8	0.0%	
Salford	20	282	Salford	193	83.6	0.5%	
Stockport	19	160	Stockport	117	49.0	0.0%	
Tameside	63	183	Tameside	10	5.4	10.0%	
Trafford			Trafford				
Wigan	36	132	Wigan	33	12.1	0.0%	
Greater Manchester	26	502	Total Waiting List		Waiting list per 100k pop. (18+)	% Waiting over 6 Months	

Assessments waiting – Q2 commentary

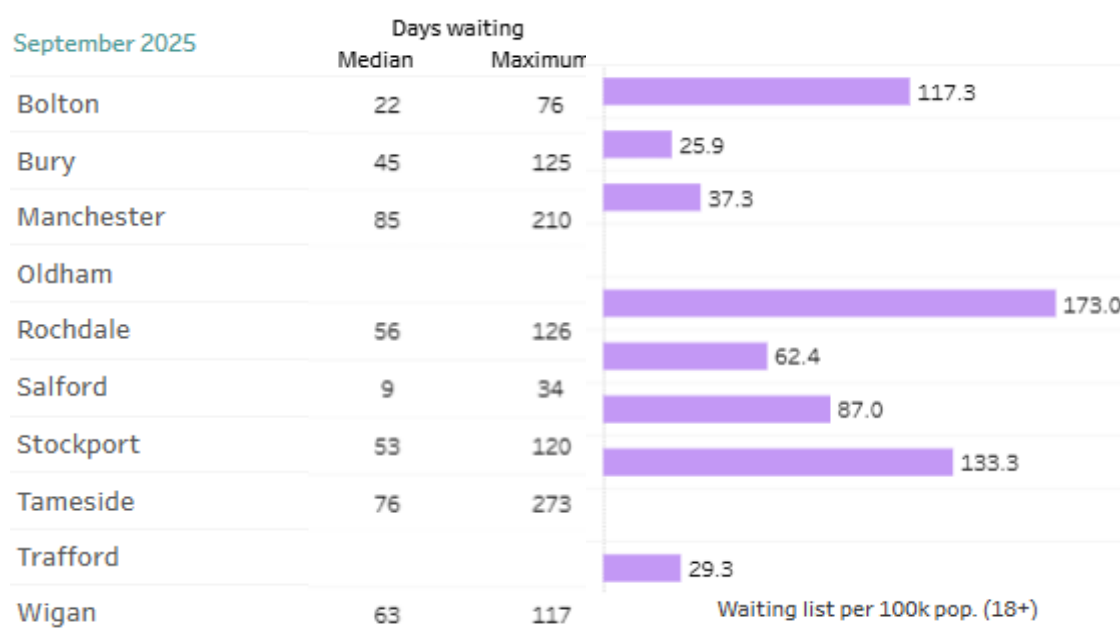
During Quarter 2 Adult Social Care in Bury has seen the number of people awaiting assessments, including both needs and carers assessments conducted by social workers rise from an average of 55 to 77 or 2 per team. This is part will be due to the summer effect as the workforce reduces temporarily due to summer holiday.

This quarter the reduction in performance was slightly more than normal as I fear preparing for CQC inspection is using time that would otherwise be directed at improving waiting lists further. This will be a focus of improvement in our performance board as soon as the CQC site visit is over in October.

Efforts continue to focus on reducing the number of people waiting for an Occupational Therapy assessment, ensuring residents receive timely support to maintain independence and wellbeing. As of the end of September 2025, the number of people waiting has decreased to 25.9 per 100,000 of our population, reflecting sustained improvement and the impact of targeted action plans introduced earlier in the year.

The OT service continues to strengthen its triage and prioritisation processes, ensuring those with most urgent needs are seen first while others are supported through waiting well approaches. Alongside this, we are developing our performance dashboards and key performance indicators to provide real-time oversight, enable smarter resource allocation, and drive continuous improvement across the service.

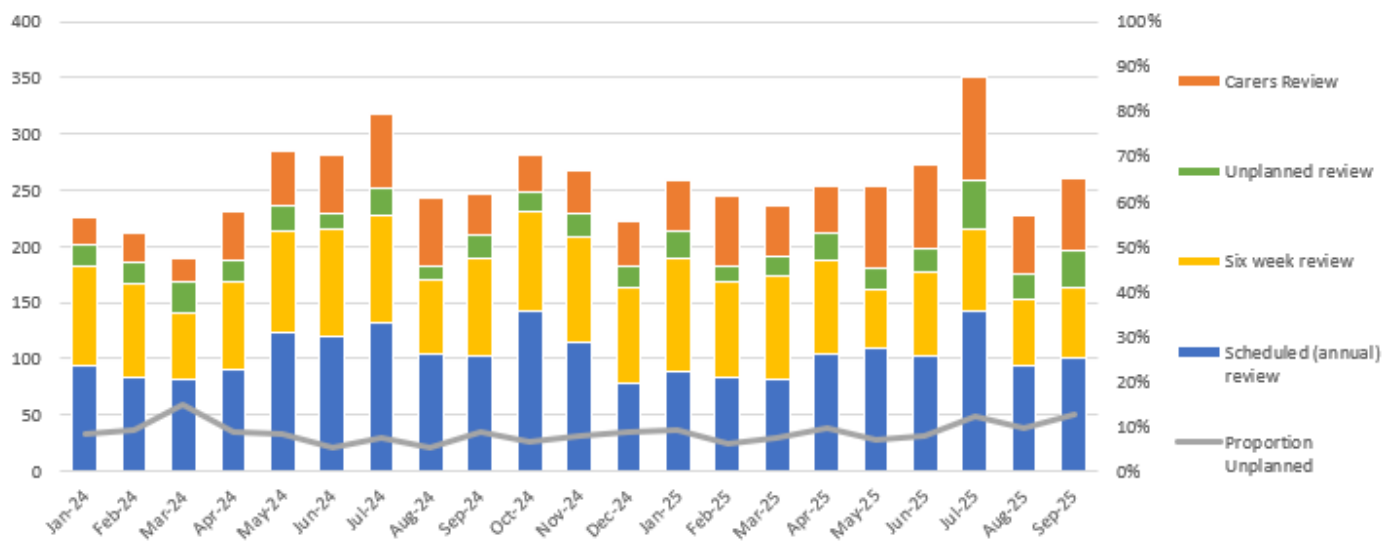
OT assessment - how does Bury Compare?



4.3 Reviews

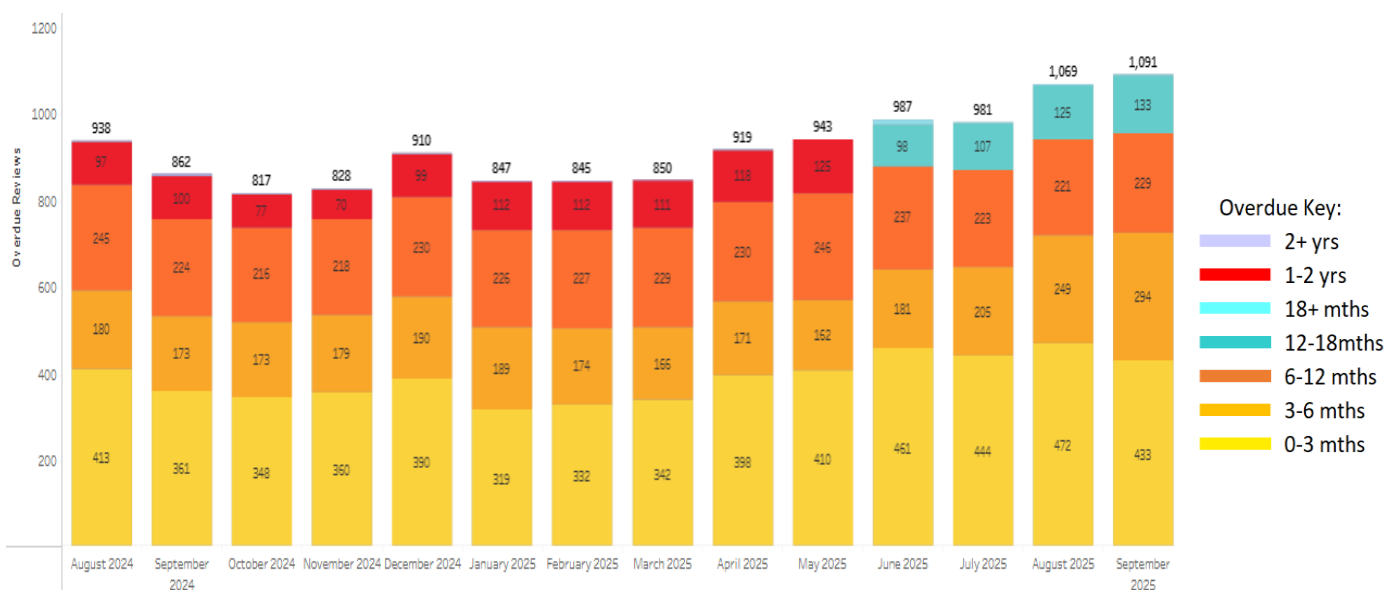
Adult Social Care reviews are a re-assessment of a person's support needs to make sure that they are getting the right support to meet their needs. Needs may change over time, and new services and technology may give someone more independence and improve their wellbeing. A lower proportion of unplanned reviews means that people are supported through scheduled reviews of their support needs rather than when a significant event has occurred requiring a change in support. Support packages should be reviewed every 12 months. It is important to note that it is not just the adult social care reviewing team who undertake reviews, however, most of the planned review activity is completed by this team.

Number of Adult Social Care Reviews Completed each month.



Note - the % axis references the grey line which is the proportion of unplanned reviews.

Number of Overdue Adult Social Care Reviews on the last day of each month



Reviews – Q2 commentary

At the end of September 2025, 1091 people were overdue their Adult Social Care review across the department and this figure comprises both annual reviews as well as initial reviews. This figure has increased since Q1 which is disappointing and again reflects the summer effect but also resources being used for preparation for CQC inspection.

This will be subject to heightened improvement and monitoring in our performance board once the CQC stie visit has taken place and planned measures are ongoing to seek to reduce this departmental figure, which include:

- Continued monthly reminder to all staff on the importance of data quality, as some of the 1091 reviews will have had their review, however, this has not been recorded on the system, therefore incorrectly showing as an overdue review.
- Continued push across the department on reminding practitioners to progress the administrative side of the role and reassigning cases quicker, once the intervention has been concluded.
- Increased use of data, and onus on management to identify cases which have been held on individual workers caseloads for some time and having targeted discussions on these cases, thus freeing up capacity within social work teams.

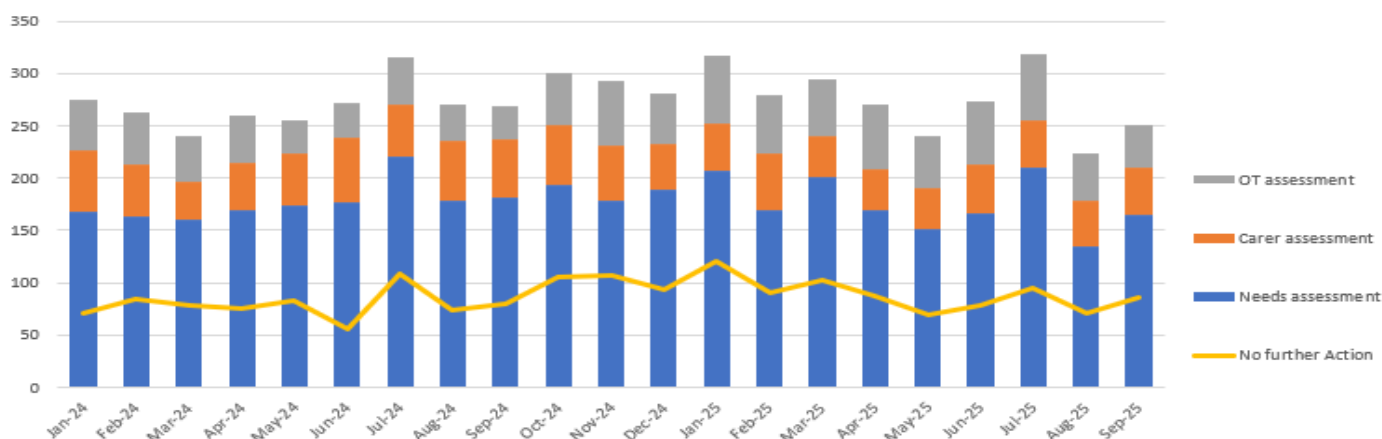
At time of writing, there are no reviews more than 2 years overdue and no reviews which are 18+ months overdue. This is an improvement when compared to Q1.

Reviews across the department continue to be strengths based and outcome focussed which require an investment of additional time from practitioners, however, these reviews yield much better outcomes for the customer and the department.

4.4 Assessments - Completion

Local Authorities have a duty to assess anyone who appears to have needs for care and support, regardless of whether those needs are likely to be eligible. The focus of the assessment is on the person's needs, how they impact on their wellbeing, and the outcomes they want to achieve. Assessments where there was no further action are where there were no eligible needs identified or a person with eligible needs declined services. A lower number means that operation teams can focus their time on those people with identified needs.

Number of Adult Social Care (ASC) Assessments Completed each month.



Assessments – Q2 commentary

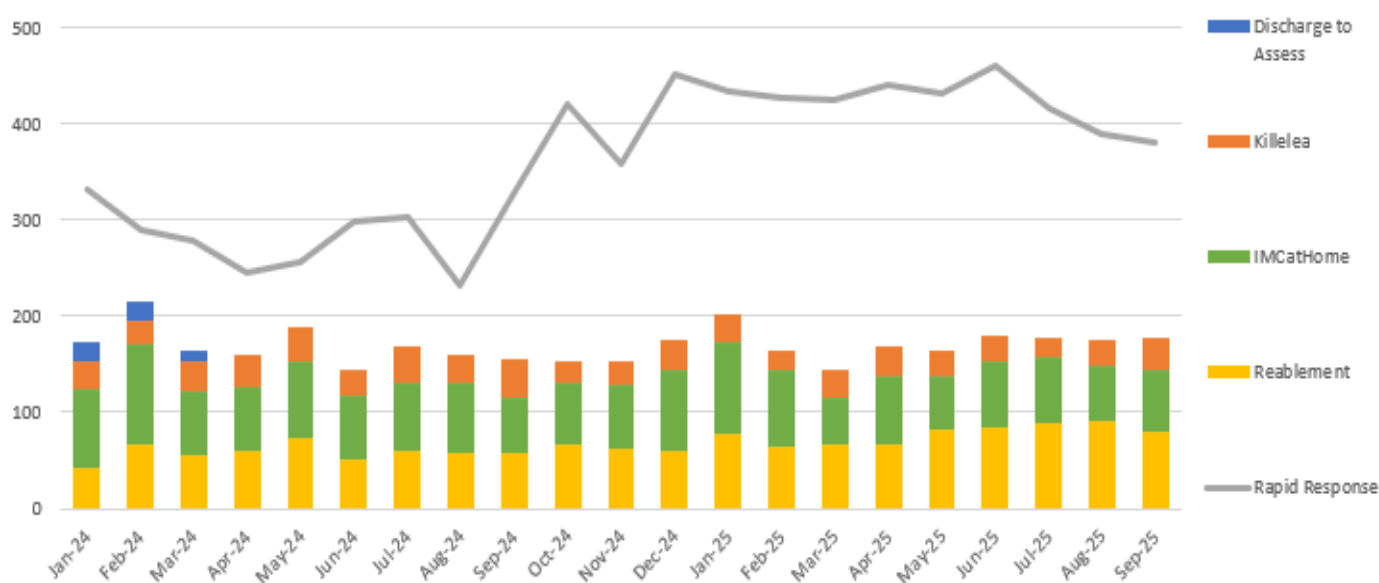
In Quarter 2 the number of assessments completed has dropped. This will be in part due to the summer holiday effect but is greater than last years drop at the same time. We believe this is because of the time being dedicated to preparation for our forthcoming CQC inspection. This drop in assessments is the cause of the corresponding increase in the waiting list and overdue reviews.

This will be subject to a performance improvement plan delivered in our performance board throughout Q3 following the departure of CQC in the middle of October.

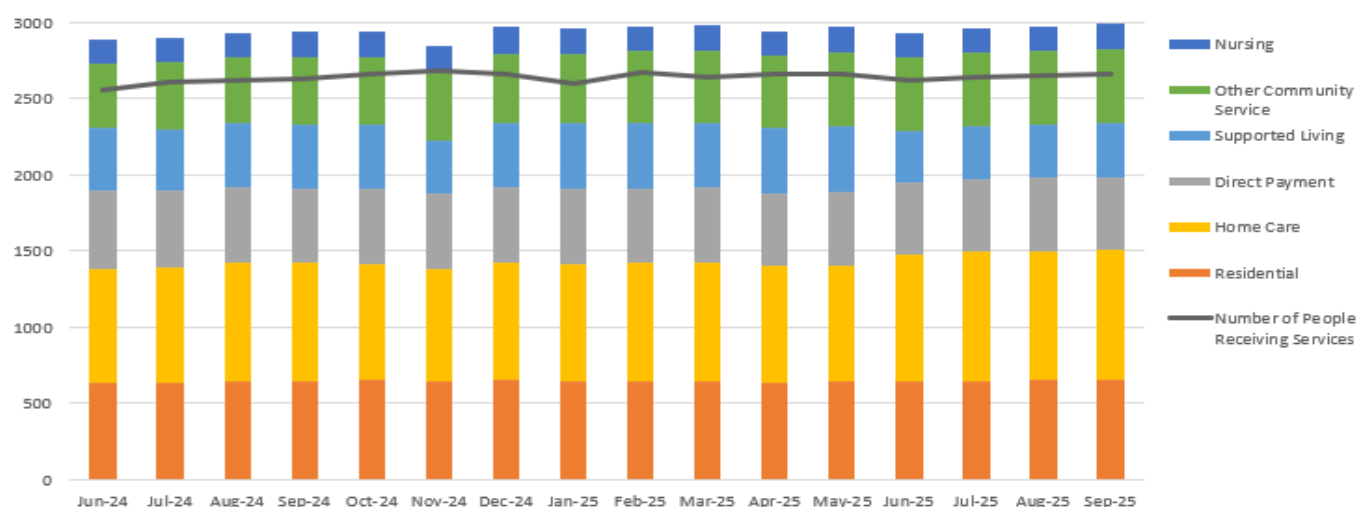
4.5 Services

Adult Social Care services may be short-term or long-term. Short-term care refers to support that is time-limited with the intention of regaining or maximising the independence of the individual so there is no need for ongoing support. Long-term care is provided for people with complex and ongoing needs either in the community or accommodation such as a nursing home. It is preferable to support people in their own homes for as long as it is safe to do so.

Number of Intermediate Care (short-term) services completed each month.



Number of Long-term Adult Social Care services open on the 1st of each month.



	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25
Residential	640	640	645	644	658	650	656	649	648	648	640	645	647	651	654	656
Nursing	156	158	158	169	172	174	173	166	161	163	161	160	163	159	158	165
Home Care	748	757	782	779	760	737	769	766	776	775	762	761	831	844	850	855
Direct Payment	510	497	496	488	488	495	491	490	489	492	475	485	471	479	476	474
Supported Living	409	407	413	419	424	341	429	432	431	428	433	432	343	345	355	359
Other Community Service	424	440	434	438	440	444	451	453	468	471	470	485	476	482	478	479
Residential Placement	640	640	645	644	658	650	656	649	648	648	640	645	647	651	654	656
Supported at Home	1762	1806	1821	1815	1829	1861	1829	1780	1868	1834	1861	1856	1807	1835	1844	1842
Number of People Receiving Services	2558	2604	2624	2628	2659	2685	2658	2595	2677	2645	2662	2661	2617	2645	2656	2663

People receiving services - how does Bury Compare?

People receiving services per 100,000 population
August 2025 - All



Services – Q2 commentary

This shows the number of people we support in our various service types.

The first chart shows the number of people supported in our intermediate care services. These services aim to prevent, reduce, and delay the need for long term care and support so the busier they are the better.

For intermediate Care after Q1 performance not being as strong as expected Q2 has returned to normal and there has been an increase in the number of people coming through the bed-based and home based services.

It continues to be a focus of our attention and work is underway to optimise length of stay, including a Geriatrician joining the boardroom 2-3 times per week. There is ongoing work on risk management, for people to return home earlier and continue therapy within their own environment. Exercise practitioners remain on the Fairfield Hospital ward's helping our older adults keep active whilst in hospital which is delivering less dependency when ready for discharge and improved outcomes for patients. Our Rapid Response and Hospital at Home service continues to perform beyond all our expectations.

For general service use we continue to see a small growth as our population grows and ages. The biggest growth is in those receiving home care which is a positive sign that we are supporting people to live well at home rather than in care homes. Overall the numbers accessing long term care has rise by 35 which is 1.3% compared to a population growth of 2%

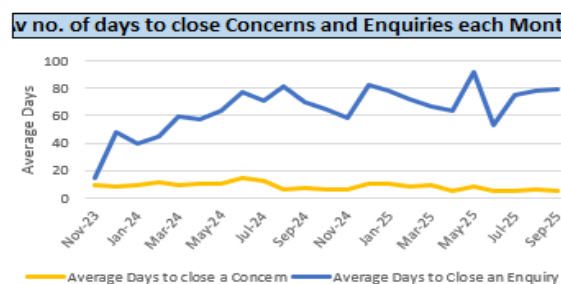
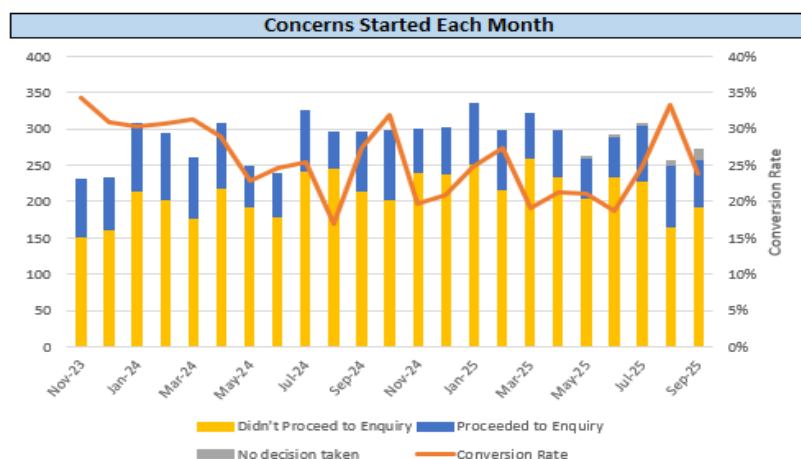
4.6 Adult Safeguarding

Safeguarding means protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working **together** to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action.

Safeguarding and DoLS Activity Summary

Obsession	Increase the number of people who have their safeguarding outcomes met		Sep-25
	Percentage of people who were asked what outcome they would like		76%
	Of the people that expressed outcomes, were the outcomes achieved?	Not Achieved	4%
		Partially Achieved	52%
		Fully Achieved	44%

Open Safeguarding Enquiries			
	Number	Av. Days	Max Days
ACS Safeguarding Team	146	85	655
Hospital Social Work Team			
Learning Disability Team	9	105	370
OPMHT	6	53	138
Community Mental Health Team			
Strategic Adults Safeguarding Team			
Total	161	86	655



Active DoLS Requests			
	Urgent	Standard	Total
Assessment in progress	5	92	97
Processing	3	6	9
Total	8	98	106

Standard Authorisations in Place

647

Adult Safeguarding - how does Bury Compare?

Metric	Bury	Rank in Northwest (out of 22)
Conversion Rate	18%	3 rd
Making Safeguarding Personal – Asked	89%	13 th
Making Safeguarding Personal - Outcomes	96%	10 th

Last Updated: Q1 2025/26

Safeguarding – Q2 commentary

Regionally Bury are still performing strongly in asking people their outcomes and either partially or fully meeting those outcomes, although we have seen a dip in asking people their outcomes to below 80% in September. After review with operations management this appears to have been due to some practice issues with have been addressed individually and the message around asking outcomes has been reinforced at team meetings. We have now seen a return to more normal levels as per previous months. The conversation rate has risen from 16% to 24%. However, we continue to review this at the Safeguarding Operational Group and check against the appropriateness of referrals coming through our front door. We have now started working with our commissioning

colleagues to visit providers that have not raise safeguarding in the last 12 months to assure ourselves that safeguarding is being raised appropriately which may seen an increase in safeguarding concerns being raised by our providers in the next months, which in turn could affect the conversion rate further.

We continue to see good practice in most safeguarding concerns, enquiries within the safeguarding service and variation in practice across the rest of the adult care system. We continue to work with the frontline on the importance of education and giving referrers feedback when they raise safeguarding and whilst this has been improved it continues to be picked up in supervision on an individual level. We will continue to monitor this in SOG to inform future practice.

We are also excited to continue our work towards a single point of access for safeguarding concerns with independent hospital safeguarding now coming into the safeguarding team and Learning Disabilities safeguarding coming across in November 2025. We are still on track to have all adult safeguarding being managed within the safeguarding team by January 2026 and having the safeguarding team working with all colleagues across ASC in a standardised manner.

Key Achievements:

Through the safeguarding transformation programme secondary mental health safeguarding has now moved back from Pennine NHS Foundation Trust to Bury Council and appears to have embedded well with both the safeguarding team and the mental health team reporting positively.

We are also excited to continue our work towards a single point of access for safeguarding concerns with independent hospital safeguarding now coming into the safeguarding team and Learning Disabilities safeguarding coming across in November 2025. We are still on track to have all adult safeguarding being managed within the safeguarding team by January 2026 and having the safeguarding team working with all colleagues across ASC in a standardised manner.

We are continuing to develop and hold continuing professional development sessions and peer supervision sessions that are open to the whole adult care system. We are promoting these through our share point site.

4.7 Complaints and Compliments

Complaints

Period 2025/26	Number of complaints received	Decision			20 working day timescale	
		Upheld	Partially Upheld	Not Upheld	Within	Outside
Q1	16	2	6	5	7	6

3 complaints ongoing

Compliments

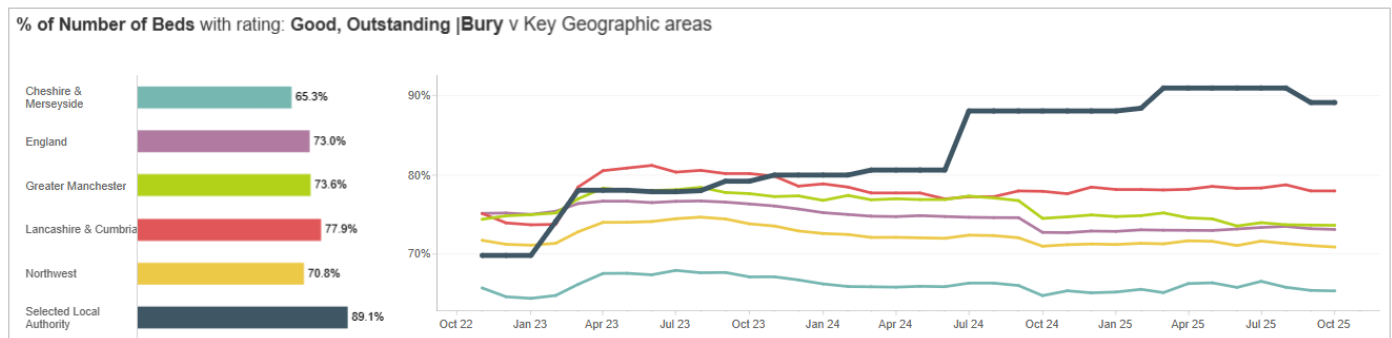
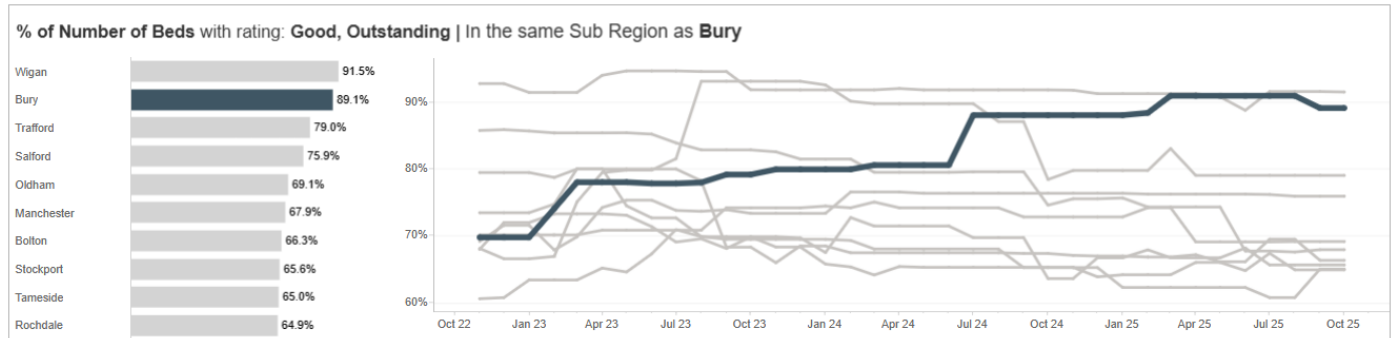
Period 2024/25	Number of compliment s received	Source		
		Person receiving or had received services	Relative of person receiving or had received services	Other (incl. various survey responses/thank you cards)
Q1	176	14	24	138

Complaints and Compliments – Q2 Commentary

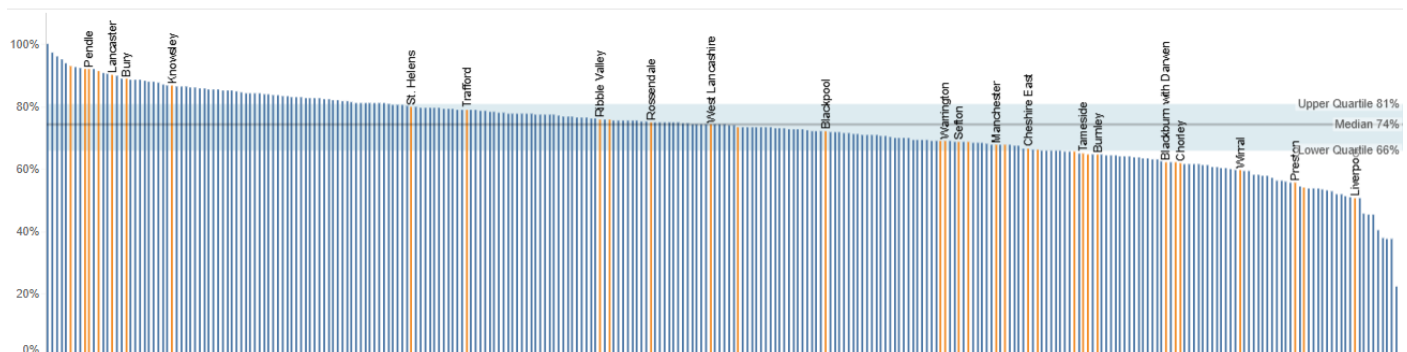
Complaints data is not available for Q2, normal service will resume in Q3

4.8 State of the Care Market

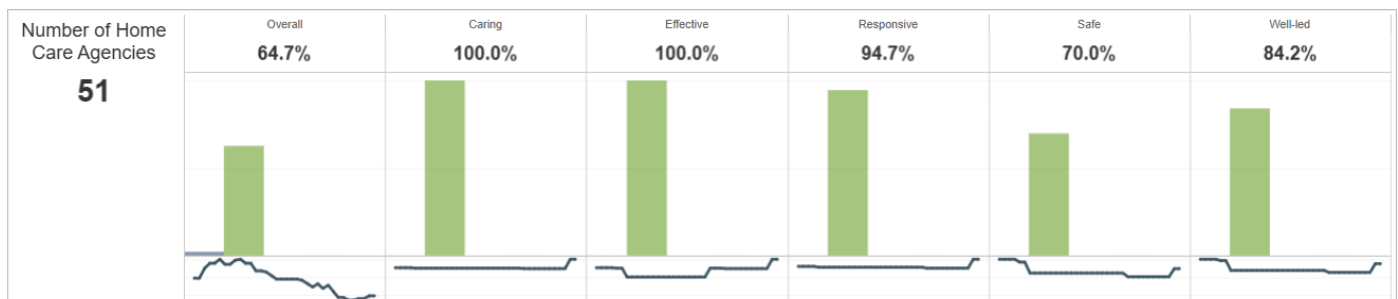
Number of care home beds rated good or outstanding.



% of Number of Beds with rating: Good, Outstanding | North West LAs within All England LAs



Quality Ratings of Bury's Home Care Agencies



Last Updated: Q2 2025/26

State of the Care Market – Q2 commentary

The top charts show the quality ratings of care homes in Bury compared to the rest of Greater Manchester showing the % of beds rated good or outstanding. The second chart shows Bury, and in turn Great Manchester compared to the other regions in England and the Northwest. The third chart shows the % of care home beds rated Good or better across the whole of the country.

The final chart shows the rating of home care agencies operating in Bury. For both charts the nearer to 100% the better.

Bury is ranked 1st in GM for supported living and in an improvement on Q1, Bury is also now 1st in GM for care at home, outperforming the Northwest and England averages.

The overall quality of our care homes has dipped slightly with Bury now 2nd amongst its GM Neighbours; however, it continues to perform well above the England average and the average of all Northwest regions. Bury is ranked in the top 20 in England for the quality of its care home beds. This slight reduction is due to one care home being rated Requires Improvement by CQC, however, an Inadequate rating was avoided thanks to the proactive identification of issues and intensive work by the Commissioning Team to support the provider. That work now continues with further improvements being driven by the Commissioning Team alongside partners.

4.9 Workforce Development Q2

Vacancies Tracker					Staffing	
Total Vacancies	Social Workers	SC0	Others	Vacancy Rate	Current Agency Staff	Current Students
8	6	1	1	2%	4	0

Progression Tracker					Apprenticeship Route Progression Q1 2025			
Required Vacancies					Apprentices on the Programme			
Apr-25	Apr-26	Jul-26	Sep-26	Apr-27	Year 1	Year 2	Year 3	Graduated
0	1	4	5	1	4	1	2	5

Other Routes	
Apprenticeship (PGDip)	Think Ahead
1	4

The chart above illustrates the favourable workforce position. Currently, we have a low level of vacancies within the operational department, which enhances team performance, practice consistency, and overall service stability.

The internal social work apprenticeship programme has been revised to improve the learning journey. Positively, five apprentices qualified in March and are now contributing to teams across the department. Our external social work programme has also been reviewed, with a postgraduate route approved, alongside the Mental Health social work fast-track route designed to support the community mental health transformation programme over the next year.

We are dedicated to providing social work placements, and each team is committed to hosting a learner during this academic year. Placement planning is currently underway, and we anticipate a significant increase in student social workers, which will in turn support the recruitment of newly qualified social workers—an essential step in balancing our workforce demographics.

We have reviewed and relaunched our social work progression pathway, offering social workers a clear and transparent process to consolidate their learning, enhance legal literacy, and contribute to the growth and development of others as they work towards achieving the title of experienced social worker.

Supervision practices have also been revised, with a stronger focus on reflective practice. Both managers and staff have received training in reflective supervision, and the updated Supervision Policy will be implemented from quarter three, alongside the introduction of InterVision—peer group reflective sessions led by experienced social workers.

4.11 The Bury Carers' Hub Quarterly Update

Following the launch of our new carers strategy and adoption of identifying unpaid carers and connecting them to support our most recent monitoring report from our carers' hub is included here.



Appendix - Data sources and what good looks like

Section	Chart	Data Source	What does good look like?
Contacts	Number of Adult Social Care (ASC) Contact Forms recorded each month.	Contact Records in Liquid Logic: Contact Type Contact Outcome	Six Steps to Managing Demand in Adult Social Care: ≈ 25% of contacts go on to receive a full social care assessment.
	GM Comparison		
Waiting Lists	Waiting List Summary	Professional Involvement in Liquid Logic: Awaiting allocation work trays Brokerage Work trays Overdue Review Tasks DoLS data from the database.	Lower is better
	Needs and Carers Assessments: No of Cases Waiting for Allocation		
	GM Regional Comparison		
Assessments	Number of Adult Social Care (ASC) Assessments Completed each month	Assessment forms in Liquid Logic	
	GM Regional Comparison	Av. number of days from the contact start date to the assessment end date	Lower is better
Services	Number of Intermediate Care (short-term) services completed each month	All IMC Service data from four data sources	
	Number of Long-term Adult Social Care services open on the 1 st of each month.	Service data from Controcc Grouped by Service Type Count of service types, not people	
	Proportion of Home Care vs Nursing and Residential Care Services compared against 2 years ago		Lower Residential & Nursing Care is better
	Northwest Regional Comparison		
Reviews	Number of Adult Social Care Reviews Completed each month	Review forms completed in Liquid Logic	Higher number of completed reviews. Lower proportion of Unplanned reviews.
	Number of Overdue Adult Social Care Reviews on the last day of each month	Review Tasks in Liquid Logic past the due date	Lower is better
	Regional Comparison	As above	
Safeguarding	Percentage of people who have their safeguarding outcomes met	Completed safeguarding enquiries: Making Safeguarding Personal questions	Higher is better
	Outcomes were achieved		
	Open Safeguarding Enquiries	Safeguarding enquiry forms on Liquid Logic and CMHT/EIT spreadsheets	Target: Enquiries closed in 56 days or less
	Concerns Started Each Month	Contact Forms on Liquid Logic: form type safeguarding concerns	
	Average number of days to close Concerns and Enquiries each month	As above	Targets: Concerns closed in 3 days or less. Enquiries closed in 56 days or less
	Regional Comparison	As above	Higher is better



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 03 December 2025
Subject:	Part A Neighbourhood Support Housing Services - Young People's Accommodation and Support Tender	
Report of	Cabinet Member for Adult Care, Health and Public Service Reform	

1. Summary

- 1.1 Following the Cabinet report- on the 9th July 2025, Cabinet gave approval for the Community Commissioning Division to engage in a tendering exercise for Young People's Accommodation and Support Services. Following an in-depth review, a full procurement exercise is currently being carried out for the following provisions:
- **Lot 1 – Young People's Accommodation and Support Service (including care leavers) for age 18 to 25 years old**
 - **Lot 2 – Ofsted Registered Young Families Accommodation and Support Service (including care leavers) for age 16 to 25 years old.**
 - **Lot 3 – Ofsted Registered Accommodation and Support Service (including care leavers) for age 16 to 18 years old.**
- 1.2 This report outlines the approach to the procurement exercise and recommendations for completion of the tender.

2. Recommendation(s)

- 2.1 This report requests Cabinet approval to delegate finalisation for the provision of Young People's and Young Families Accommodation and Support Services, to the Director of Law and Democratic Services with approval from the Director of Adult Social Services and Community Commissioning and the Executive Director of Children's Services.
- 2.2 Joint funding arrangements between Adult Social Care and Children's Services were previously agreed at Cabinet on 9th July 2025 and are detailed in Part B.

3. Reasons for recommendation(s)

- 3.1 The current contract ends on 1st February 2026; this contract cannot be further extended. New contracts will therefore need to commence on 2nd February 2026.
- 3.2 Each Lot requires the availability of a significant number of units of accommodation. To deliver this effectively and on time, the successful provider/s will require a reasonable mobilisation period. Therefore, it is recommended that Cabinet delegate finalisation and sealing of contract awards, for the provision of Young People's and Young Families Accommodation and Support Services, to the Director of Law and Democratic Services with approval from the Director of Adult Social Services and Community Commissioning and the Executive Director of Children's Services.

- 3.3 This decision will enable the division to inform successful providers following the conclusion of the tender evaluation process and standstill period, which is expected to be completed the week commencing 15th December 2025.

4. Alternative options considered and rejected

- 4.1 The current contract is due to end on 1st February 2026; previous extensions have been awarded on this contract and procurement rules do not allow any further extensions to the current contractual arrangements.

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Department: Health and Adult Social Care
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5. Background

- 5.1 Following approval by Cabinet on the 9th July 2025 further consultation was completed and service specifications developed in partnership with the following:
- Young People
 - Young Families
 - Care Leavers
 - Children's Services Commissioning
 - Health & Adult Social Care Commissioning
 - Homelessness & Housing Services
 - A range of Stakeholders
- 5.2 Careful consideration has been given to people's views, along with national trends, research studies and a benchmarking exercise; these have all influenced the service design and specification.
- 5.3 An in-depth analysis of local data, from the current service provisions and the homelessness and housing advice service, highlighted that there has been a significant increase in the number of single young people and young families experiencing or at risk of homelessness, including care experienced young people, therefore supply of accommodation and support will be increased to meet the growing demand.
- 5.4 The new services will:
- Improve life chances for young people and outcomes in relation to health, education and skills development.

- Reduce the number of young families placed in temporary hotel accommodation, where the negative impact to children's health, education, social and emotional development have been well documented.
- Reduce the use of unregulated, out of borough placements, and spot purchase arrangements for 16 and 17 year olds

5.5 The new service provisions will increase our supply as follows:

- Young People aged 18 to 25 years will **increase from 25 units of accommodation to 40 units** – enabling us to support an additional 15 young people.
- Young Families age 16 to 25 years will **increase from 12 units of accommodation to 20 units** – enabling us to support an additional 8 young families.
- The service for Young People aged 16 and 17 years is a new provision **creating 9 units of accommodation** - enabling us to support 9 young people in Ofsted Registered Accommodation.

6. Service Design

6.1 The following services have been designed and opportunities advertised on the Chest:

- I. **Lot 1 – Accommodation and Support Service for Young People age 18 to 25 experiencing or at risk of homelessness (including care leavers);** This service will provide:
 - 40 units of self-contained accommodation in a block(s) with shared communal space for social, educational and recreational opportunities.
 - Scale up accommodation over the first 12 months of the contract reaching 40 units by February 2027
 - Work in partnership with current provider ensuring the needs of young people are met.
 - Address immediate crisis, offering accommodation and assessment of need
 - 6 to 9 months outreach support for those leaving the service
- II. **Lot 2 – Ofsted Registered Young Families Accommodation and Support Service (including care leavers) for age 16 to 25;** This service will provide:
 - Provide 20 units of mixed accommodation.
 - Scale up accommodation over the first 6 months of the contract providing 12 units immediately and increasing to 20 by August 2026.
 - Address the needs of the whole family, keeping them safe, helping build their resilience, confidence and skills, facilitating access to training, education and employment, working towards successful parenting and independence.
 - 6 to 9 months specialist family outreach support for those leaving the service and young families living independently in the community.
- III. **Lot 3 – Ofsted Registered Accommodation and Support Service (including care leavers) for age 16 to 18;** This service will provide:
 - Provide 9 units of shared accommodation in dispersed properties across the borough offering space for social, educational and recreational opportunities.
 - Scale up accommodation over the first 3 months of the contract providing 6 units immediately and increasing to 9 by May 2026.

- Address immediate crisis, offering accommodation and assessment of need
- Specialist family mediation and in-home support service for 16 to 17 years olds and their families to help prevent and reduce youth homelessness.

6.2 New contractual arrangements will be for a 4-year period from 2nd February 2026 to 3rd February 2030, with the option to extend by 1 year based on performance, outcomes achieved and satisfactory review of each provision.

6.3 Contracts for each provision will be a fixed price block contract with no annual inflationary uplifts.

7. Procurement timeline

7.1 The timetable below details the stages of this exercise:

STAGE	DATES
Phase 1 Consultation using Microsoft Forms surveys / group and 1 to 1 meeting's with: <ul style="list-style-type: none"> • Young People • Young Families • Current provider staff • Stakeholders 	December 2024 to March 2025
Analysis of: <ul style="list-style-type: none"> • Current provider's data • Demand data from Homelessness Team • Consultation findings 	March 2025 to April 2025
Pre- Market Engagement Event	April 30 th 2025
Reports requesting permission to tender and agreeing funding arrangements to: <ul style="list-style-type: none"> • ASC Market Shaping Group • Children's Services SLT • Cabinet 	June to July 2025
Phase 2 Consultation face to face 1 to 1 sessions with: <ul style="list-style-type: none"> • Young People • Young Families 	July to August 2025
Develop full specifications and prepare all tender documents.	August to October 2025
Publication of the Invitation to Tender	21 st October 2025
Tender Submission deadline	17 th November 2025
Tender Evaluation Period	20 th to 26 th November
Report to Cabinet seeking approval to delegate awarding of contracts Director of Adult Social Services and Community Commissioning and Executive Director of Children's Services	3 rd December 2025
Standstill period and carry out due diligence	December 8 th to 15 th 2025
Reports requesting sign off and permission to award contracts to successful bidder(s) to: <ul style="list-style-type: none"> • ASC Commissioning Leadership • Children's Services SLT 	11 th December 2025

Inform successful provider(s) and enter mobilisation period	15 th December 2025
Contract Commencement	2 nd February 2025

8. Recommendations

- 8.1 To achieve the above timeline and allow sufficient time for successful provider(s) to mobilise services, Cabinet are asked to approve:
- 8.2 Delegation of the finalisation and sealing of contract awards, for the provision of Young People's and Young Families Accommodation and Support Services, to the Director of Law and Democratic Services with approval from the Director of Adult Social Services and Community Commissioning and the Executive Director of Children's Services.

9. Links with the Corporate Priorities:

- 9.1 The services being commissioned for Young People and Young Families contribute to helping us achieve our aspirations in the 'Let's Do It Strategy':

Local

- Local housing options for young people to keep close to family and social networks
- All children and young people in Bury reach their potential, are happy, healthy and safe and are therefore able to make the best use of their skills to lead independent and successful lives'
- Developing and regenerating the unique townships where young people live
- Prevent the need for young people to have to move out of the borough to have their needs met.
- Bring Bury young people back in borough if its right for them, their health, wellbeing and independence.
- Work with local developer's and providers who know the local area.

Enterprise

- Encouraging enterprise to drive inclusive economic growth through for developers and Registered Housing Providers to invest in Bury.
- Enterprising innovation and creative solutions to current housing issues for young people.
- Innovate and model new solutions and future developments for young people in a difficult housing market

Together

- Working together to design quality, fit for purpose homes for young people that are inclusive and welcoming.
- Working together with service users, their carers and families to shape accommodation options and service design.
- Working together to ensure inclusivity throughout the housing agenda.

Strengths

- Taking a strengths-based approach to recognise the assets and strengths of communities and young people.
- Recognising the strengths of young people enabling their independence, choice, and control for their current and future housing.

9.2 The services being commissioned will also support the delivery of the following 'Core Outcomes' for young people and young families in Bury:

- Improved quality of life
- Improved early years development
- Improved educational attainment
- Improved adult skill levels and employability
- Inclusive economic growth

10. Equality Impact and Considerations:

10.1 A comprehensive equality impact analysis has been carried identifying impacts across several characteristics. Having consulted service users and tenants already in place, their views have been adopted as part of mitigating factors so that all impacts are neutral or positive for this contract award. There are no outstanding concerns or considerations

11. Environmental Impact and Considerations:

11.1 An environmental impact assessment has not been undertaken for the scheme, as there are no implications or carbon emissions and Biodiversity impact of this decision.

12. Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Increase in demand from young families who may have more than 2 children and experience overcrowding in the young families provisions; lack of general needs family housing in the community to facilitate move on when needed, this can impact families mental health and wellbeing and create unmet need from those needing the service due to lack of throughput in services.	Work closely with Bury Housing Services and develop strong relationships and have regular communication around needs and demand data, allocations and direct let properties. Also consider bespoke solutions for young families to access the Private Rented Sector.
Increase in demand from young families experiencing domestic abuse and may need relocating to reduce risks.	The new service provision will have a static concierge security on-site at night. Work closely with domestic abuse accommodation services and stakeholders including GMP to mitigate risks and source placements in alternative locations if needed.
Lack of available general needs properties in the community to facilitate move on when young people are tenancy ready – this may create blockages in services and for young	Work closely with Bury housing Services and develop strong relationships and have regular communication around needs and demand data, allocations and direct let

	properties, especially for care leavers who will have band 1 priority. Also consider bespoke solutions for young people to access the Private Rented Sector.
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13. Legal Implications:

- 13.1 The procurement is being led by the Interim Head of Procurement and is conducted in accordance with the Procurement Act 2023.
- 13.2 The contract will be awarded utilising the national mid-tier contract which includes the following schedules as a minimum relating to: performance levels, continuous improvement, benchmarking, contract management expectations, sustainability, key supplier staff, background checks, business continuity & disaster recovery etc providing a fully comprehensive contract to ensure successful delivery of the contract.
- 13.3 Legal advice will be sought in respect of finalising the terms of conditions.

14. Financial Implications:

- 14.1 The Young People's Accommodation & Support contract will be funded from existing budget provision
- 14.2 As part of the monthly budget monitoring cycle, Finance and Budget holders will track the expenditure linked to Young People's Accommodation & Support contract ensuring that all expenditure aligns to the funding provided.
- 14.3 Any financial risks/pressures identified will be highlighted to the Director of Adult Social Services and Director of Childrens Services as part of the monthly budget monitoring conversation whereby an action plan will be deployed to mitigate any

15. Appendices:

None.

16. Background papers:

None.

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 3 December 2025
Subject:	Housing Major Works Programme 2025/26	
Report of	Cabinet Member for Housing Services	

1.0 Summary

- 1.1 The purpose of this report is to seek formal approval of two contract awards which form part of the Housing Major Works Programme.
- 1.2 At the Cabinet meeting on 12th February 2025 Cabinet agreed the Housing Revenue Account Capital Works Programme budget for 2025/26.
- 1.3 The procurement approach on the tenders and contract extensions included in this report has been developed in conjunction with Bury Council's Procurement Team.
- 1.4 Our Internal Contract Award recommendation has been made, via the Procure Plus Framework selecting prequalified Contractors and Suppliers with additional elements of Social Value included.
- 1.5 The framework submissions are scored by Procure Plus based on 60% Price, 40% Quality (social value, site delivery, tenant engagement, health & safety etc.). In addition, we will discuss with the contractors/suppliers the options they will commit to in respect of social value for the communities included as part of their contract delivery.
- 1.6 All contracts for the Major Works Programme more than £500k require approval from Cabinet

2.0 Recommendations

- 2.1 Approve contract award to Emanuel Whittaker Limited in respect of internal works consisting of new kitchens and bathrooms, heating and electrical works to 93 properties in the South of the Borough for the sum of £855,589.05 including £50K contingency.
- 2.2 Approve contract award to Jackson Jackson and Sons Limited in respect of internal works consisting of new kitchens and bathrooms, heating and electrical works to 93 properties in the North of the Borough for the sum of £899,041.44 including £50K contingency
- 2.3 There is the option to extend for a further period of 1 year up to an estimated total contract value of between £4 and 5 million subject to the availability of funding.

3.0 Background

Internals

- 3.1 A key regulatory requirement for housing is to ensure all Bury Council homes are maintained, as a minimum, at the Decent Home Standard. A key expectation of the Regulator for Social Housing is that all our homes are 'of good quality, well maintained and safe homes for tenants and comply with the decent homes' standard.
- 3.2 To maintain our homes at this standard we seek approval to enter two contracts for renewal of Kitchens and Bathrooms, heating and electrical works to be carried out to Council properties in the South and North of the Borough. They are supply and fit contracts and the breakdown of the proposed works is as follows:

South

- 51 kitchens
- 43 bathrooms
- 54 boilers

North

- 54 kitchens
- 26 bathrooms
- 55 boilers

- 3.3 After consultation with Bury Council's Procurement Team this work will be awarded via a mini competition through the pre-tendered Procure Plus contractor and supplier framework. This arrangement is compliant with all relevant procurement regulations and Council protocols.
- 3.4 This work will be delivered by two building contractors, Emanuel Whittaker Limited and Jackson Jackson and Sons Limited who will fit new kitchens and bathrooms, heating and electrical works.
- 3.5 9 organisations registered for the tender and 3 bids were received.
- 3.6 Emanuel Whittaker Limited were ranked first for both lots, North and South but specified they would prefer the South, and it is recommended that they be awarded this area (1st ranked bidder) and Jackson Jackson and Sons (2nd ranked bidder) be recommended for the North.

4.0 Social Value

- 4.1 As part of the procurement process, we require bidders to make proposals on social value initiatives which detail how they will contribute to our social value agenda under the following headings:

- Contribute to Tenant well-being
 - Support and protect the Environment
 - Develop local skills
 - Contribute to the Bury economy
 - Contribute to safety of local communities.
- 4.2 Both contracts will ensure that social value is maximised with project specific outcomes agreed at the contract award meetings.
- 4.3 All contractors have a good track record of delivering social value through the contracts awarded through the Procure Plus frameworks.
- 4.4 The social value offers have yet to be confirmed for both contracts.

Alternative options considered and rejected

Do nothing: Maintaining homes to at least the Decent Homes Standard is a regulatory requirement, and the Council would quickly become non-compliant with the Home Standard part of the Regulatory Requirements if these works were not brought forward

Deliver Inhouse: These are major contracts, and the in-house contractor does not have the capacity to carry out these works.

Open Tender: This option was considered and is a possibility. However, this would involve a significantly extended procurement process in both time and cost. The use of the Procure Plus framework which specialises in social housing investment works adds benefits in ensuring all tenderers meet capability, expertise and compliance requirements. The option which has been used here is a mini competition which allows the tender to be tailored to the Councils specific requirements and is competed for by prequalified contractors who we know can provide quality and value for money. Using the framework offers clear benefits over the open tender route. Similarly exercising a 1 year contract extension at the same rates as the original contract allow us to bring forward investment quickly without further drawn-out tendering processes.

Links with the Corporate Priorities:

The Let's Do It Strategy sets out the Council's corporate priorities. This contract will support delivery in two key areas:

Improved Quality of Life: These contracts help to ensure improved modernised homes that meet the Regulators Decent Homes Standard and provide tenants with an improved quality of life.

2025 Vision and Aims – The project aligns with the Council's core aims of tackling inequality, improving health and creating stronger communities

Equality Impact and Considerations:

Many social housing tenants suffer from socio-economic disadvantage, but the project does not bring about any changes that would impact on one protected characteristic over and above another, it does not result in increased/decreased access to services or provision for any group of the population or cause any disadvantage to a community of interest. The approach is to ensure value for money in procuring the varied works through a proven framework (Procure Plus) for the Council.

Environmental Impact and Considerations:

Modern boilers are more energy efficient compared to older systems, reducing fuel consumption and CO2 emissions. New kitchens and bathrooms incorporate features to reduce water consumption. Manufacturing and transporting new units add emissions which can be mitigated by sourcing recycled or locally produced materials

Assessment and Mitigation of Risk:

Risk / opportunity Mitigation	Risk / opportunity Mitigation
Works identified as required through the Stock Condition Surveys and from repairs information supplied by the in-house contractor.	The council aims to complete a full Stock condition survey of properties, currently this has achieved 87% completion, this data will help to identify priorities for the forthcoming years programme, Full scoping and surveys have been carried out to each scheme identifying the amount of works required to compile a valued tender for each contract to achieve accurate prices and social value from contractors. Cabinet approval will enable the council to award the contract to address the required improvements
Council Homes failing to meet decent homes standard	The proposed contracts enable us to deliver improvements to council homes that ensure our properties continue to meet the Decent Homes Standard and provide good quality, well maintained and safe homes for our tenants.

Legal Implications:

Legal and procurement advice will be provided on the procurement and contractual arrangements proposed. The JCT Contract(s) will be prepared by the Procure Plus procurement framework, with any legal issues being dealt with by the Council's Legal team and the contractors.

Financial Implications:

The contract awards are in line with the approved capital programme.

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Appendices:

None

Background papers:

None.

Glossary of terms, abbreviations and acronyms used in this report. None

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 03 December 2025
Subject:	AB Electrical EICR and LD2 Services Contract Award Decision	
Report of	Cabinet Member for Housing Services	

Summary

1. The purpose of this report is to seek formal approval of a contract award, through the Procure Plus framework, for the completion of Electrical Installation Condition Reports (EICR) and the installation of fire detectors to a Category LD2 system standard required in all domestic property circulation areas that form part of the escape routes and in all specified rooms or areas that present a high fire risk to occupants.
2. The Electrical Safety Standards in the Private and Social Rented Sectors (England) Regulations 2020/2025 mandate that landlords in England must have the electrical installations in their rental properties inspected and tested at least every five years. Installation work for a Category LD2 fire alarm system in domestic premises is primarily governed by the recommendations of British Standard BS 5839-6:2019+A1:2020 and the relevant Building Regulations for the specific region of the UK (e.g., Approved Document B for England and Wales).
3. The contractor who is in first place on the Procure Plus framework is AB Electrical who are currently and successfully carrying out these services within our housing stock. They have worked with Bury Council to significantly reduce the number of outstanding EICRs over the last 18 months.
4. Following full clarification process on the commercial submissions and moderation of the quality scores, AB Electrical are ranked 1st overall for quality and price combined on the Procure Plus Framework, therefore are deemed to be the most economically advantageous contractor for Bury Council to appoint for these works.
5. The estimated value of the contract is £500,000 per year and £2,500,000 in total over the 5 year life of the contract. This is split £350,000 (EICR) and £150,000 (LD2) per year.

Recommendation(s)

Cabinet is asked to:

6. Approve the award of a contract to the contractor placed number 1 on the Procure Plus Framework, AB Electrical and Building Ltd for the initial period of 3 years with the option to extend for a further two periods of 12 months.

Reasons for recommendation(s)

7. The contract delivers Landlord Statutory Compliance Services on behalf of the Council.

Alternative options considered and rejected

8. *Do nothing:* There is no current contract in place for these services which are a legal requirement under The Electrical Safety Standards in the Private and Social Rented Sectors (England) Regulations 2020/2025 so the Council would quickly become non-compliant

Deliver in house: These are major contract's carried out in our housing stock of over 7500 properties, sheltered and extra care schemes and communal blocks and we lack the capacity in house. The new structure of the Building Safety Team is designed to be contractor led and managed by the Building Safety Team.

Open tender: This option was considered and is possible. However, this would involve a significantly extended procurement process in both time and cost. The use of the Procure Plus framework which specialises in social housing investment works adds benefits in ensuring all tenderers meet capability, expertise and compliance requirements and the mini-competition allows the tender to be tailored to the Councils specific requirements. Using the framework offers clear benefits over the open tender route. Similarly exercising a 12 months contract extension on the same rates as the original contract allow us to bring forward investment quick without further drawn-out tendering processes.

Report Author and Contact Details:

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Position: Head of Building Safety
Department: Housing Services
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Background

9. There is no current contract in place for these services which are a legal requirement under the Electricity at Work Regulations 1989 and The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020. They will also be essential for us to fulfil our duties under the HHSRS Electric Safety requirements of 'Awaab's Law' legislation which comes in 2026.
 10. EICR and LD2 works are currently being carried out by AB Electrical.
 11. The Contract was procured via Procure Plus.
-

Links with the Corporate Priorities:

12. Local – ensuring that tenants are kept safe and live in properties they can be proud of, increasing life chances of residents in our most deprived areas.
13. Together – respect for our tenants by ensuring their voices are heard and respected.

Equality Impact and Considerations:

The award of the contract will not have any adverse impact on people from equality groups as it is not a change of policy.

Environmental Impact and Considerations:

An Electrical Testing Programme of Works primarily has an indirect, positive environmental impact by identifying and rectifying faults that prevent energy waste, improve efficiency, and mitigate major environmental hazards like fires or the release of hazardous materials. However, the testing activities themselves have minor, direct environmental impacts that require management such as the replacement of old or non-compliant equipment (e.g., old circuit breakers, cables, or lighting fixtures) generates electrical and electronic waste. Electronic waste includes used test leads, probes, and cleaning materials may require appropriate disposal, especially if contaminated. Overall, the environmental benefits of a well-executed electrical testing programme of works, primarily through enhanced safety and energy efficiency, far outweigh its minor, manageable environmental footprint.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The Council is required to meet its obligations under the Electricity at Work Regulations 1989 and The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020	Failing to award this contract would hinder the Council in fulfilling its statutory duties.

Legal Implications:

Legal and procurement advice will be provided on the procurement and contractual arrangements proposed. The JCT Contract(s) will be prepared by the Procure Plus procurement framework, with any legal issues being dealt with by the Council's Legal team and the contractors.

Financial Implications:

The contract award is in line with the approved capital programme.

Appendices:

None.

Background papers:

Please list any background documents to this report and include a hyperlink where possible.

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 03 December 2025
Subject:	Local Authority Housing Fund, Round 3, (LAFH)	
Report of	Cabinet Member for Housing Services	

1.Summary

- 1.1** The Local Authority Housing Fund (LAHF)- Round 3 was launched in March 2024, with details provided in the official prospectus and guidance document. The LAHF fund is a £500 million grant fund aimed at, reducing housing pressures and reliance on unsuitable temporary accommodation, lowering temporary accommodation costs and providing sustainable housing for Afghan resettlement scheme beneficiaries.
- 1.2** As part of the Council's corporate priority to achieve sustainable and inclusive growth, and the delivery of the Homelessness and Housing Strategy, the Council submitted an Expression of Interest to the Ministry of Housing, Communities and Local Government (MHCLG) under the LAHF programme. This submission proposed a business case for the acquisition of four properties through the Right to Buy back scheme (RTB) or the Private Rented Market. Since the original submission, work has been completed to show we could purchase 7 properties by maximising the grant funding and generate greater cost avoidance to the general fund through a greater reduction of pay nightly temporary accommodation.
- 1.3** It is intended that six properties are for use as temporary accommodation for homeless families, while one is proposed as a general let property, matched to an Afghan family as part of the wider Afghan Relocation Assistant and Policy Scheme (ARAP). The proposal includes match funding of 60% from the Council through the General Fund Capital Programme 25/26 meeting the requirements of the grant allocation.
- 1.4** The MHCLG has approved the Council's original proposal to deliver a minimum of four homes under LAHF. A total grant allocation of £447,200 has been confirmed to support this which is to be delivered before March 2026. MOU is attached as appendix B. Proposed match funding of £690,000 is required from the General Fund Capital Programme 25/26 to deliver this scheme.

2. Recommendation(s)

It is recommended that cabinet;

- Approve the use of £690,000 of match funding from the General Fund Capital Programme 25/26 to enable the purchase of seven homes to help reduce reliance on unsuitable and costly temporary accommodation.

Reasons for recommendations

2.1 Approval is needed for 60% General Fund Capital Programme match funding to support the purchase of seven properties. Rents will be set at affordable rent levels. This approach supports long-term sustainability reflecting an invest-to-save model, reducing reliance on expensive Bed and Breakfast placements. Estimated savings are approximately **£1,164m** million over three years. The proposal aligns with LAHF grant conditions enabling the Council to meet its statutory housing duties while easing financial pressure

2.2 It is recommended that the seven properties acquired through LAHF round 3 are purchased as general fund properties for use as temporary accommodation. This will provide sustainable, decent standard homes for vulnerable households, including children, reduce reliance on bed & breakfast accommodation, and support compliance with MHCLG requirements of the Homeless Prevention Grant. Approval ensures the Council can meet both short and long-term housing needs while strengthening its strategic housing offer and safeguarding future funding opportunities.

2.3 Approval is sought to establish a clear approach for managing the acquired properties, in line with the Council's existing housing management framework. Housing Services will handle all repairs and maintenance, while the Homelessness and Housing Options Service will manage placements, support, and move-on in accordance with homelessness legislation and asylum and refugee support. This approach supports the Council's commitment to embedding the Greater Manchester Housing First principles and the Good Landlord Charter, ensuring a decent standard of accommodation is provided to vulnerable households.

3. Alternative options considered and rejected

- 3.1 Do nothing:** These properties will provide long-term, financially sustainable temporary accommodation for the borough, with the council contributing only 60% of the acquisition cost. If this option is not pursued, the council may need to continue relying on expensive bed and breakfast placements, which would not support a cost-effective, invest-to-save approach
- 3.2** The council had a short window to submit its Expression of Interest, which reduced the opportunity to fully explore property availability aligned with section 3.6. A similar model was successfully delivered through the Rough Sleepers

Accommodation Programme, funded 50% via the HRA. Based on this success, the same approach was proposed despite limited time for market testing.

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4. Background

- 4.1** Council has statutory duties to support families and singles who are homeless and eligible for emergency accommodation, in accordance with Housing Act 1996 and the Homeless Reduction Act. Historically Bury has always met this duty, by providing dispersed properties from council stock, however this is no longer viable as 120 properties are all utilised. This has meant that the authority is struggling to identify appropriate interim accommodation for families and singles. In March 2023, the council had to rely on bed & breakfast type provision for families and singles placements, which had been avoided for 15 years.
- 4.2** The Council has relied on this costly accommodation to meet statutory obligations. This has meant over £1m spent from 2023/2024 and a further £2m projected for 2025/2026, showing a deficit in the council's budget, with no confirmation of an increase to the Homeless Prevention Grant (HPG) or funding/grant payments from central government to fund additional pressures.
- 4.3** In October 2024, the Council was notified by the MHCLG that the Council is breaching legislation, due to families being accommodated in hotel provision for more than 6 weeks, putting the HPG at risk. The lack of suitable accommodation and move on provision is the cause of long term stays in bed & breakfast type provision. The Council has agreed to develop a strategic action plan in reducing bed & breakfast placements for families in the short term as well as reviewing its long-term plan for the MHCLG, which includes increasing supply of decent standard of temporary accommodation.
- 4.4** The Local Authority Housing Fund (LAHF) was introduced in December 2022 to help councils respond to housing pressures from Ukrainian and Afghan arrivals. Initially focused on emergency housing, it evolved to support broader homelessness prevention and housing supply. Round 1 targeted urgent resettlement needs and round 2 expanded to include general homelessness pressures.
- 4.5** LAHF Round 3, launched in March 2024, offered £450 million to help councils reduce homelessness and reliance on unsuitable temporary accommodation. It

supports the acquisition of properties for both general homelessness needs and Afghan resettlement. Bury Council could apply by submitting an Expression of Interest outlining proposed acquisitions, delivery timelines, and match funding such as through the HRA. The fund presents an opportunity to expand local housing stock, reduce Bed and Breakfast use, and provide sustainable homes for vulnerable households, including those currently in contingency hotel accommodation.

- 4.6** Bury Council submitted an expression of interest to MHCLG to acquire four properties through the either Right to Buy-back scheme or the private rented sector, comprising a mix of two- and three-bedroom homes, subject to market availability and affordability.
- 4.7** The initial plan proposed purchasing a total of 4 properties at an estimated cost of £1.137m, attracting £0.447m of LAHF grant and utilising HRA financing to fund the balance, and charging social rents on the properties. This would have taken nearly 50 years to recover the initial outlay, and further investigation showed that as the primary purpose for the purchase of the properties is to reduce temporary accommodation spend, that this is in fact a General Fund project and would need to be funded from the General Fund Capital Plan if it was to proceed. Further work has been undertaken to investigate how the scheme and funding could be made to work to enable us to support the aim of reducing the use of expensive temporary accommodation.
- 4.8** Several options have been modelled, which involve acquiring properties and charging an affordable rent, to maximise rental income and improve viability of those options. The option that gives the best flexibility for viability and cost reductions in temporary accommodation budgets
 - is to maximise the grant by purchasing a total of 7 properties, utilising all the original grant bid ie £0.447m, which must be a 40% match for the overall spend level of £1.137m.
 - the Council would need to finance a 60% contribution of £0.690m from the General Fund Capital Programme.
 - estimated payback period for this initial borrowing outlay reduces the payback period to 22 years.
 - In addition, it is estimated that this option could reduce temporary accommodation cost pressures by over £2.436m circa over the next 6 years, which is explained in section 6 below.
- 4.9** The properties once acquired will sit within Bury Councils General Fund Asset base and be recognised as temporary accommodation with rent charged at affordable rent levels i.e. up to 80% of market rental, which will be used to cover management and maintenance costs, as well as financing all debt-related costs for the properties. Six properties will be used as temporary accommodation for families placed in bed and breakfast provision and integrated into the Council's dispersed housing stock. One property will be allocated as a general let,

specifically matched to an Afghan family resettled under the Afghan Relocation and Citizenship schemes, ensuring that the council meets the requirements of the grant funding.

- 4.10** The proposal includes match funding through the General Fund Capital Programme to support the acquisition of properties. Funding will be split, with 40% provided through the Local Authority Housing Fund (LAHF) grant and 60% via the general fund.
- 4.11** The Council has been notified by the MHCLG that it will receive a grant allocation of £447,200. A financial model has been developed by the Homelessness and Housing Options Service Manager, Housing Revenue Account Business Partner, and the Housing Finance Advisor, confirming that the Council's 60% match funding will total £690,000 from the Housing General Fund Capital Plan to support the acquisitions.

5. Current Position

- 5.1** Under the Housing Act 1996, Councils have a legal duty to provide interim accommodation to eligible households. The Homelessness Reduction Act 2017 expanded this duty, requiring earlier intervention.
- 5.2** On the 30th of September 2025, a total of 222 households were living in temporary accommodation within and outside the borough, placed by Bury Council. This included 109 families housed in council-owned dispersed stock, 24 families in bed and breakfast accommodation, and 56 families in self-contained pay-nightly accommodation, with a total of 401 children, 65 of whom were placed outside the borough. In addition, there were 26 single people in bed and breakfast accommodation and 7 single people in newly commissioned self-contained provision. Recent data shows that, on average, 25 households are placed into temporary accommodation by Bury Council each month, comprising approximately 16 families and 11 single people. Due to limited options, around 24 of these households typically enter bed and breakfast accommodation as their first placement, as this is often the only interim provision available to meet the council's statutory duty.
- 5.3** There is increasing political and public pressure locally, nationally, and within the Councils wider services regarding the use of bed and breakfast accommodation for families. Evidence shows that inadequate housing negatively affects children's long-term health and wellbeing, placing additional strain on services such as mental health and children's social care. The Council must explore sustainable alternatives to improve outcomes and reduce wider service pressures.
- 5.4** The Council continues to breach national legislation by accommodating families in bed and breakfast settings beyond the six-week legal limit. In response, and in line with the requirements of the MHCLG Homelessness Prevention Grant, the Council is committed to delivering a Bed and Breakfast Elimination Plan. This plan outlines clear strategic outcomes focused on increasing the supply of appropriate temporary accommodation. The aim is to reduce reliance on

unsuitable placements, improve outcomes for families, and ensure compliance with statutory duties.

- 5.5** Increasing demand on homelessness services, influenced by housing market challenges, may affect the council's ability to meet statutory duties. Exploring all options to expand temporary accommodation is essential to manage pressures and reduce reliance on costly alternatives. A flexible, proactive approach will help ensure needs are met while supporting more sustainable and cost-effective service delivery.
- 5.6** If the grant allocation of £447,200 is not utilised, Bury Council would be required to return the funding to MHCLG. This could potentially impact the Council's eligibility in future rounds of LAHF particularly Round 4, where central government has indicated a significant increase in overall funding. Failure to deliver on current commitments may present barriers to accessing future opportunities to secure additional resources for expanding temporary accommodation provision. An added potential benefit is that if and when the temporary accommodation is addressed longer-term, there would be the potential option to flip the properties into the HRA, to meet the needs of applicants on the housing waiting list, with a commensurate adjustment of debt between the HRA and the General Fund. Alternatively, if this was not viable at that point other options could be looked at such as sale to a housing association, or open market sale.

6 Funding

Reducing Temporary accommodation costing pressures

- 6.1** The below table outlines the average cost of placing six families in bed and breakfast accommodation over that period, factoring in a 3% annual increase
- 6.2** The table below shows that accommodating six families in bed and breakfast over three years would cost the Council approximately £1.164mil circa. Acquiring these six properties would reduce temporary accommodation costs long term, since the properties would be Council-owned and available for use well beyond the initial three-year period.

Hotel Provision	Year 1	Year 2	Year 3	Overall
Hotel provision 6 x Family of 6	£376,680	£387,980	£399,620	£1,164mil circa

- 6.1** The proposal is to acquire six three-bedroom properties for use as Temporary Accommodation, along with one two-bedroom property to be offered as long-term housing for an Afghan family through general letting.
- 6.2** By securing six additional three-bedroom homes for Temporary Accommodation, the Council expect

- There will be a long-term reduction in temporary accommodation costs for the council.
- The model can be used for Tranche 4 of LAFH, reducing pressure even further for temporary accommodation, creating opportunities for the council to acquire more properties for temporary accommodation.
- As the amount of £690,000 would be borrowed, there will direct costs in the form of interest charges, and set aside for debt repayment within the General Fund to the Council, but these costs would be more than covered from Year 2 onwards if all the properties are let, with an estimated full payback period of just over 20 years. And that is before we even consider the beneficial impact in terms of reducing temporary accommodation costs and providing opportunities for Housing Services to provide repairs and management services.
- Acquiring these properties for temporary accommodation will support the priorities outlined in Bury Council's Homelessness Strategy and Corporate objectives by providing safe, suitable temporary accommodation for families, young people, and children ultimately helping to improve their quality of life.

Housing General Fund Capital Programme

6.3 The proposal is to match-fund the purchase of seven properties using an estimated **£690,000** from the Housing General Fund Capital. This is based on assumptions around Affordable Rent, which must be verified through a valuation once properties are identified to ensure accurate rent setting. A financial model comparing Social and Affordable Rent shows that the **£690,000** capital contribution would be recovered in both cases, but over different periods: approximately 30 years for Social Rent and 21 years for Affordable Rent, based on current PWLB interest rates. If approved, the key financial decision will be to authorise up to **£690,000** in prudential borrowing to enable project delivery and ensure full grant utilisation

Afghan Resettlement Programme (ARP) Integration Support Tariff

6.4 The Afghan Resettlement Programme (ARP) 2025–2026 offers **£27,520** per person over three years to local authorities for integration support. This covers housing, education, health, ESOL, and employment services. Additional funding is available for children's school costs, adult ESOL with childcare.

The council can claim the tariff for providing integration support for the Afghan family that is placed within the one property acquired for general let.

- 3 bedroom- Household of 5, the council can claim a total of **£ 137,600**

7. Links with the Corporate Priorities:

This proposal supports a key 2025–2026 milestone under the Sustainable Inclusive Growth priority, while helping to address inequalities through improved temporary accommodation. It offers a financially responsible approach that can deliver savings and provide meaningful social benefits for residents across the borough.

The proposal links well with the LET'S Strategy:

Local- providing temporary accommodation for people within Bury, which not mean that they need out of borough accommodation.

Enterprise- acquiring properties permanently within the Councils housing stock and cost 60% of to the council due to external funding.

Together- the accommodation service of the council will be supporting residents in the properties. They will link into local partnerships to enhance the quality of life of residents by developing independent living skills.

Strengths based- All households will be empowered in sourcing more settled long-term accommodation, by addressing barriers of independent living i.e rent arrears, health concerns etc.

8. Equality Impact and Considerations:

An EIA is not required at this stage. Future actions arising from recommendations and/or decisions taken as a result of this report may require an EIA.

9. Environmental Impact and Considerations:

An environmental impact assessment has not been undertaken for the scheme, as there are no implications or carbon emissions and Biodiversity impact of this decision.

10. Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The council is expected to commit the MHCLG grant by March 2026. Limited time to submit and accept the Expression of Interest reduced the chance to explore property options, which may affect the ability to meet delivery targets.	Engage regularly with the MHCLG LAFH advisor, providing milestone updates to ensure alignment with programme expectations and reduce the risk of delays or non-compliance
Changes in market prices, varying offers, and additional costs such as legal fees and property works make it difficult to estimate acquisition costs with certainty. These factors may push costs above the proposed budgets.	Maintain regular updates to the Finance Board and Senior Leadership throughout the acquisition process to ensure transparency, enable timely decision-making, and reduce the risk of financial or strategic misalignment.

11. Legal Implications:

Whilst the Memorandum of Understanding is a less formal agreement this will set out the expectations that MHCLG has of the council in delivering the housing expected in return for the funding. Flowing from this will be further legally binding decisions to purchase the expected properties with the funding received.

Section 120 of the Local Government Act 1972 gives the Council the general power to acquire land and property, enabling local authorities to acquire property for any of their functions, or for the benefit, improvement or development of their area.

The Local Government Act 2000 introduced additional 'wellbeing' powers which provide councils with the power to do anything which they consider is likely to achieve the promotion or improvement of the economic, social or environmental wellbeing of their area. This includes the power to incur expenditure in the acquisition of land.

12. Financial Implications:

This scheme proposes matching the already in principle approved £0.447m of LAHF Grant with £0.690m of prudential borrowing to be financed as part of the Housing General Fund Capital Plan for 2025-26. This is the sum that needs to be committed by March 2026, on the understanding that there may be some slippage in the spend and grant recovery depending on when suitable and sufficient properties are identified. This represents an addition to the currently approved 2025-26 General Fund Capital Plan. The successful delivery of this project would result in the initial borrowing outlay being recovered within an estimated 22 year period, as well as avoiding significant additional temporary borrowing costs from placing those in need in hotel and B & B accommodation in Bury, estimated at £1.6m over the next 6 years. In addition, acquisition of the properties gives the Council significant flexibility in terms of future use or disposal of those assets longer-term.

13. Appendices:

None.

14. Background papers:

[The Homelessness \(Suitability of Accommodation\) \(England\) Order 2003](#)

[Local Authority Housing Fund: Round 3 prospectus and guidance - GOV.UK](#)

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
HRA	Housing Revenue Account
RTB	Right to Buy Back
LAFH	Local Authority Housing Fund

HPG	Homeless Prevention Grant
MHCLG	Ministry of Housing, Community and Local Government
MOU - LAFH	Memorandum of understanding
EOI	Expression of Interest submitted for LAFH Round 3
The Homelessness Suitability	Legislation of length of stay in Bed and Breakfast
LAFH additional guidance	Requirements of Grant funding
ARAP/ACRP	UK created resettlement and relocation schemes for Afghan refugees' protection
Temporary Accommodation	Statutory accommodation is legally required housing for homeless individuals assessed as having priority need.
General Let	A general let property is a long-term tenancy allocated by the council, typically through its housing register or allocations policy
B&B elimination Plan	A Strategic Action Plan is a mandatory requirement for councils found in breach of homelessness suitability legislation

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