

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, 15 April 2026
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, 13th April. 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 10th April.

5 MINUTES *(Pages 3 - 14)*

Minutes from the meeting held on 11th March 2026 are attached.

6 CORPORATE PLAN 2026-27 *(Pages 15 - 26)*

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

7 SHORT BREAKS REVIEW - CHILDREN WITH DISABILITIES *(Pages 27 - 50)*

Report of the Deputy Leader and Cabinet Member for Children and Young People is attached.

8 PROCUREMENT FOR REPAIRS AND MAINTENANCE FRAMEWORK *(Pages 51 - 56)*

Report of the Cabinet Member for Housing Services is attached.

9 URGENT BUSINESS

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

Minutes of: CABINET

Date of Meeting: 11 March 2026

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, M Smith and Y Wright

Public Attendance: No members of the public were present at the meeting.

Apologies for Absence: None.

CA.133 APOLOGIES FOR ABSENCE

There were no apologies received.

CA.134 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA.135 PUBLIC QUESTION TIME

There were no public questions.

CA.136 MEMBER QUESTION TIME

There were no Member questions.

CA.137 MINUTES

It was agreed:

That the minutes of the meeting held on 11 February 2026 be approved as a correct record.

CA.138 PRESTWICH VILLAGE REGENERATION PROJECT: DELEGATED AUTHORITY TO APPOINT THE THIRD-PARTY OPERATOR FOR PHASE 1A (TRAVEL HUB)

The Leader and Cabinet Member for Strategic Growth presented a report regarding a delegation to scrutinise and approve the procurement process once complete and approve the awarding of the contract to the preferred third-party operator for the Prestwich Village Regeneration Project Travel Hub to avoid unnecessary delay.

Decision:

Cabinet:

1. Approved a delegation of authority to the Executive Director of Place in consultation with the Director of Regeneration and Project Delivery to approve the completion of the procurement process and award the contract; and

2. Approved a delegation of authority to the Director of Place in consultation with the Director of Law and Governance and the Director of Finance to finalise contractual arrangements and execute the contract.

Reasons for the decision:

Approval of the appointment of the third-party operator is required in order for the Travel Hub to become operational once construction has reached PC and handover has taken place. As per the 15th October 2025 Cabinet approval, an operator should be appointed as soon as possible in the construction delivery process to enable them to contribute to the final stages of construction i.e. operational management items. This will also help with the smooth opening of the facility. Delegating authority to the Director of Law and Governance in consultation with the Executive Director of Place and/or Director of Regeneration and Project Delivery and the Director of Finance will enable the contract to be expediently executed within required timeframes.

Alternative options considered and rejected:

To fully complete the procurement process and seek approval at a future Cabinet meeting. This would reduce the ability for the preferred third-party operator to engage with VINCI Construction UK Ltd and reduce the contact time they have, to work together during the final stages of construction and have the potential to delay the opening of the Travel Hub.

CA.139

**PRESTWICH VILLAGE REGENERATION PROJECT: PHASE 1B & 2
APPOINTMENT OF DEMOLITION CONTRACTOR - PART A**

The Leader and Cabinet Member for Strategic Growth presented a report regarding the appointment of DSM Demolition Limited to carry out the required demolition of the Longfield Shopping Centre as part of the Prestwich Village Regeneration Project, and to note the likelihood of a minor adjustment to the contract sum regarding the investigations for the Prestwich Library site. Members noted and apologised for the disruption for residents, which was a necessary part of redevelopment.

Decision:

Cabinet:

1. Accepted that the tender process that was undertaken via a Public Contracts Regulations 2015 (PCR 2015) was a compliant process, and approved the appointment of DSM Demolition Limited (company number 02266325) to undertake the demolition works package with a total estimated contract value of £537,437.14 excluding VAT subject to the agreement of the contract terms and conditions;
2. Accepted there may be a small adjustment required to fix the above contract sum based on an outstanding R&D (Refurbishment/Demolition) survey that cannot be fully carried out until the Prestwich Library vacates its current location; and
3. Delegated authority to the Director of Law and Governance in consultation with the Executive Director of Place or Director of Regeneration and Project Delivery to finalise contractual arrangements and execution of the contract.

Reasons for the decision:

Approval of the demolition contractor is required for there to be a meaningful start on site of demolition works ahead of the end March 2026 to meet one of the three GMCA

milestones to secure funding to deliver the next phase of the Prestwich Village Regeneration Project. Delegating authority to the Director of Law and Governance in consultation with the Executive Director of Place or Director of Regeneration and Project Delivery will enable the contract to be executed without delay and within the required timeframes.

Alternative options considered and rejected:

No alternative way(s) of selecting the demolition contractor has been considered as the tender process was via a framework ensuring procurement was conducted in a fair, transparent and open manner. Delegation to key senior officers ensures expedient appointment of the demolition contractor to meet GMCA timescales. As there is currently no clear alternative route to external funding for the project, other than that which is on offer from the GMCA, meeting their timescales is essential to the success of the project to secure full project delivery.

CA.140 BUSINESS RATES AND COUNCIL TAX DISCRETIONARY POLICY

The Deputy Leader and Cabinet Member for Finance and Transformation presented a report regarding an updated Discretionary Rate Relief (DRR) Policy; it was noted this needed full Council approval. In response to Members' questions, it was noted that the figures concerned were in-line with other Councils, but also reflected the specific situation for Bury.

Decision:

Cabinet:

1. Agreed to recommend to Council the approval of the new Business Rates and Council Tax Discretionary policy from 1st April 2026; and
2. Noted that adoption of the policy must be made by Full Council.

Reasons for the decision:

There is a governance requirement for the council to hold an up to date and robust DRR policy.

Alternative options considered and rejected:

N/A

CA.141 WRITE OFF POLICY 2026

The Deputy Leader and Cabinet Member for Finance and Transformation presented a report regarding the new Write Off policy covering all council-related income streams.

Decision:

Cabinet:

1. Approved the new policy and relevant changes to the constitution being forwarded to Full Council for ratification; and
2. Noted that adoption and constitution changes must be by Full Council.

Reasons for the decision:

There is a governance requirement for the council to hold an up to date and robust Write Off policy, and for any constitution changes to be put before Full Council.

Alternative options considered and rejected:

N/A

CA.142 CORPORATE PLAN QUARTER THREE 2025-26 PERFORMANCE & DELIVERY

The Deputy Leader and Cabinet Member for Finance and Transformation presented the summary report for the Corporate Plan. This described the progress made in the third quarter of the financial year (October – December 2025). In response to Members' questions, it was noted that ground investigations had been carried out on the alternative site for the Pupil Referral Unit (PRU), the results of which were expected by the end of March 2026. With regards to Unit 4, a delivery date of 1 October 2026 was anticipated. Mapping existing processes had proved more complex than initial estimates, but a slower methodical pace was required to get things right as this was integral to securing the a position of financial security.

Decision:

Cabinet noted the Quarter Three position on progress against the Corporate Plan 2025-26.

Reasons for the decision:

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

Alternative options considered and rejected:

N/A

CA.143 2025-26 Q3 FINANCE POSITION

The Deputy Leader and Cabinet Member for Finance and Transformation presented a report regarding the 2025/26 forecast positions as at 31 December 2025. There was a forecast overspend of £7.932m, an increase of £2m since quarter 2, owing to an increase in demand in both children's and adult's social care. These were national issues and have been flagged as risks throughout the year. The analysis and mitigations in those areas were not apparent yet but were expected to have an impact in the next financial year.

In response to Councillor questions, it was noted that rising inflation, energy costs, fuel prices, etc, would be unlikely to be felt by the Council until the next financial year. Estimates had been made against rising costs, but effect was never linear and was therefore difficult to account for. The ongoing impact on Council budgets was beyond anyone's control and would continue to be monitored and picked up against the in-year position as we move forward.

Decision:

Cabinet:

1. Noted the 2025/26 forecast revenue outturn position as at 31 December 2025 of a £7.932m overspend (3.32%) against a net budget of £238.988;
2. Noted the 2025/26 forecast savings position as at 31 December 2025 of a forecast underachievement of £2.511m (-22.15%) against an agreed target of £11.344m;

3. Approved the in-year updates to the capital programme, revising the capital delivery programme for 2025/26 to £119.614m which will form the basis for future in-year monitoring and reporting of performance;
4. Noted the 2025/26 forecast Collection Fund Position as at 31 December 2025 of a surplus of £3.924m of which £3.746m relates to Bury's share; and
5. Noted the 2025/26 forecast HRA revenue outturn position as at 31 December 2025 of a £1.638m underspend against a net budget underspend of £3.790m.

Reasons for the decision:

To update members on the Council's budgetary position and actions taken or being taken to ensure budgetary targets are achieved. This report is in accordance with the Council's financial procedure regulations.

Alternative options considered and rejected:

N/A

CA.144 ADULT SOCIAL CARE PROVIDER FEES

The Cabinet Member for Adult Care, Health and Public Service Reform presented a report regarding the engagement process and outcomes for the standard fee proposal to contracted providers of adult social care services for the period 2026/27. For each provider sector, the Council has uplifted the staffing element of the fee by 5% in line with the increase in the Real Living Wage and 6.73% for those paying the National Living Wage. The percentage impact of the changes to National Insurance contributions for Employers has also been included in the uplift, and uplifts are also included on non-staffing costs to support providers with other cost pressures advised by providers in the engagement process.

Decision:

Cabinet noted the outcome of the fee engagement process and approved the uplifted 2026/2027 Hourly Fee Rate, with effect from 1st April 2026, as set out in the report.

Reasons for the decision:

The Council is required to carry out a provider fee engagement process and has done so for year 26/27. The uplifts are within budget and look to drive the provider market to meet needs now and going forward, while ensuring provider sustainability in light of current pressures. The recommended fee rates also support providers to pay their staff the Real Living Wage and continue the move towards the Cost of Care.

Alternative options considered and rejected:

Alternatives were not considered as we are required to issue fee uplifts within allocated budget.

CA.145 ANNUAL REVIEW OF ADULT SOCIAL CARE FEES AND CHARGES FOR THE FINANCIAL YEAR 2026/27

The Cabinet Member for Adult Care, Health and Public Service Reform presented a report regarding the proposed 2026/27 Adult Social Care fees and charges across the Health and Adult Care directorate to take effect in April 2026.

Decision:

Cabinet approved the proposed Adult Social Care Fees & Charges for 2026/27 detailed in Appendix A of this report.

Reasons for the decision:

In accordance with the Council's Financial Regulations, there is a requirement to review fees and charges on an annual basis.

Alternative options considered and rejected:

No alternatives were considered. The uplift to 2026/27 Adult Social Care fees are in line with the 2026/27 Adult Social Care Provider Fee Uplifts or in line with the November 2025 Autumn Statement which announced that Department of Works and Pensions benefits will increase by 3.8% and the Universal Credit amount will rise by 6.2%.

CA.146 ADULT SOCIAL CARE PERFORMANCE QUARTER THREE REPORT 2025/26

The Cabinet Member for Adult Care, Health and Public Service Reform presented a report regarding the Adult Social Care Quarter 3 Performance Report for 2025-26. The report outlined delivery of the Adult Social Care Strategic Plan, preparation for the new CQC Assessment regime for local authorities, and provided an illustration and report on the department's performance framework. It was noted that a Good rating was received in all domains for the Falcon and Griffin Extra Care Housing Service, and an Outstanding result for Killelea House; thanks and congratulations were extended to all staff in those areas.

Decision:

Cabinet noted the report.

Reasons for the decision:

N/A

Alternative options considered and rejected:

N/A

CA.147 STEP FORWARD FOSTER CARERS

The Deputy Leader and Cabinet Member for Children and Young People presented a report regarding the recruitment of a specialist foster carer group of Step Forward Carers who can care for children with more complex needs. The cohort of children who would be cared for by Step Forward carers are those who would be otherwise cared for in residential care or likely to need a residential care placement.

Decision:

Cabinet:

1. Approved a twelve-month pilot of the Step Forward Foster Carers Scheme, at a total cost to the Council of £369,324 for the term of the pilot; and
2. Noted that the estimated time for mobilisation of the Scheme is 6-9 months from decision to fund (this allows time for safe recruitment, assessment, approval, training, matching and placing).

Reasons for the decision:

The Scheme offers a strategic, cost-effective way to grow a specialist fostering model and reduce reliance on residential care for our children. It supports better outcomes for children by ensuring they can become part of a stable fostering family environment, reduces the current high spend on residential care and aligns with national priorities for children's social care reform.

Alternative options considered and rejected:

There is no doubt cost savings will be achieved via our current initiatives. However, doing nothing at this stage is not an option. The Scheme will complement the above initiatives already in progress and provide the Local Authority with more ways to improve the lives of children in care whilst significantly reducing current forecasted overspend on placements. This option builds on the already agreed cost-saving initiatives and strengthens the Local Authorities range of options available to them when placing children with complex needs in care settings. Often these decisions are made in times of crisis and when 'placement choices' are either nil or limited due to national sufficiency challenges.

CA.148 HOUSING IT AND SYSTEMS - QL IMPROVEMENTS AND UPGRADE

The Cabinet Member for Housing Services presented a report which sought approval for an additional £1.2m of Housing Revenue Account monies to be used to fund necessary improvements to the Housing IT software infrastructure used to enable the Council to provide its housing management service.

Decision:

Cabinet approved:

1. £383,800 in the 2026/27 financial year relating to a one-off professional services cost of improving/upgrading the current housing IT software;
2. £243,333 in the 2026/27 financial year relating to a Year 1 annual subscription cost;
3. £33,333 in the 2026/27 financial year relating to full-time (i.e. office hours 52 weeks per year) IT support in the form of an Aareon employee dedicated solely and exclusively to Bury Council;
4. £243,333 in the 2027/28 financial year relating to a Year 1 annual subscription cost;
5. £33,333 in the 2027/28 financial year relating to full-time (i.e. office hours 52 weeks per year) IT support in the form of an Aareon employee dedicated solely and exclusively to Bury Council;
6. £243,333 in the 2028/29 financial year relating to a Year 1 annual subscription cost; and
7. £33,333 in the 2028/29 financial year relating to full-time (i.e. office hours 52 weeks per year) IT support in the form of an Aareon employee dedicated solely and exclusively to Bury Council.

Reasons for the decision:

The improvements are necessary to ensure the provision of an effective and efficient housing management service, following bringing back in-house the housing management function, from the ALMO structure Six Town Housing Ltd.

Alternative options considered and rejected:

- Do nothing - Whilst 'do nothing' is technically a viable option in that the Local Authority is currently able to provide a housing management service to its tenants and leaseholders, the current housing IT software landscape is out-of-date, inefficient, and risks serious and imminent non-compliance with legislative, regulatory, and good practice requirements.
- Decommission current IT software provider and tender - Aareon is a long-standing software provider with a satisfactory track record both nationally and with Bury Council. That said, the option of a full and open competitive tendering exercise has been fully considered. The cost of this 'start afresh' approach however, is estimated to be in the region of £6m-£12m.

CA.149 APPROVAL TO PROCEED WITH BURY'S INTEGRATED TRANSPORT BLOCK (ITB) MINOR WORKS ROAD SAFETY PROGRAMME OF WORKS FOR FINANCIAL YEAR 2026/27

The Cabinet Member for Environment, Climate Change and Operations presented a report which sought approval to proceed with the Integrated Transport Block (ITB) Minor Works Road Safety programme of works for financial year 2026/27. These schemes support Bury's Road Safety strategy and Transport for Greater Manchester's (TfGM) Vision Zero strategy of improving road safety and reducing road danger on the roads of Bury. Members supported the proposed works in their wards and, in response to Members' questions, it was noted that traffic calming measures were distributed across known areas of concern. Members supported the safety measures and the reduction of incidents caused by poor driving.

Decision:

Cabinet:

1. Approved the receipt of the funding allocation from Transport for Greater Manchester (TfGM), in respect of the Integrated Transport Block (ITB) Minor Works Road Safety programme for 2026/27, in the sum of £543,000;
2. Approved the proposed ITB programme of works for 2026-27, as set out in Appendix A, which will fully utilise the £543,000 funding allocation from TfGM;
3. Delegated all decisions in respect of the procurement of the works set out in Appendix A, to the Executive Director of Place in consultation with the Director of Regeneration, which will ensure that delivery timescales are met; and
4. Delegated all tender award decisions in respect of the works set out in Appendix A, to the Executive Director of Place in consultation with the Director of Regeneration, which will ensure that delivery timescales are met.

Reasons for the decision:

To meet the commitments to spend ITB monies on behalf of TfGM. Delays to the progression of the schemes may risk funding being withdrawn by TfGM and impact the council's reputation with TfGM and the Department for Transport (DfT).

Alternative options considered and rejected:

ITB is provided for the introduction of more moderate sized road safety schemes which it is hoped will provide good returns in improving road safety and reducing road danger reduction. The funding is not to be used on one large project. Not proceeding with the schemes could result in funding withdrawal by TfGM.

CA.150 SUPPORTING BURY'S VOLUNTARY, COMMUNITY, FAITH AND SOCIAL ENTERPRISE SECTOR THROUGH THE GM VCFSE ACCORD AND INVESTMENT IN LOCAL INFRASTRUCTURE ORGANISATION PROVISION

The Cabinet Member for Communities and Inclusion presented a report regarding Bury's commitment to the Greater Manchester VCFSE Accord and recognition that the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector is integral to the fabric of the Borough of Bury. Our LET'S Do It! strategy sets out the vital importance of the sector as a core component in delivering improved outcomes for local people.

Decision:

Cabinet:

1. Confirmed Bury's commitment to the Accord and champion through the Team Bury network through the local Memorandum of Understanding with the sector; and
2. Agreed the revised Service Level Agreement with Bury Voluntary and Community Faith Alliance, as the local infrastructure organisation for Bury, and its funding from 1st April 2026 on a 2+1 year basis.

Reasons for the decision:

Bury has committed to the refreshed Accord through the Greater Manchester Combined Authority governance given the value the Borough places on developing the VCFSE sector, as set out in LET'S Do It! The funding of infrastructure provision in the Borough provides a clear commitment to the importance of the voluntary and community sector. The agreement allows for a clear focus of activity to develop Bury's VCFSE ecosystem in a tailored manner to best meet local needs, in turn delivering on LET'S Do It! and GM VCFSE Accord commitments. By refreshing the Service Level Agreement the report seeks to strengthen the recognition of the sector as key partner in improving outcomes for local people and the role infrastructure support plays in ensuring this is robust, recognised and representative.

Alternative options considered and rejected:

- To not fund, or make a reduction in funding would significantly risk the loss of infrastructure support in the Borough, destabilising the wider VCFSE sector and jeopardise the positive progress made in recent years. Whilst recognising the financial pressures that the Council itself is under, investment in the infrastructure support to the VCFSE sector supports steps to increase the resilience of the sector itself, including supporting groups to attract inward investment into the Borough and diversity income generation streams.
- To not update the specification would fail to capitalise on progress made in recent years but more importantly miss the opportunity to further tailor and target the focus of infrastructure support provision to be an enabler and facilitator of a sector contributing in a pivotal way to realising the Borough's LETS vision. As such to not update the specification would have risked there not been the appropriate local focus on ensuring a sustainable VCFSE ecosystem, best positioned and supported to enhance and enable local outcomes at place.

CA.151 BURY TOWN CENTRE PUBLIC SPACES PROTECTION ORDER (PSPO)- REVIEW

The Cabinet Member for Communities & Inclusion presented a report regarding the findings of the statutory review of the Public Spaces Protection Order (PSPO) currently in force within Bury Town Centre. It was noted that the review concluded that, whilst the general public were not in favour of an extension, the responses submitted by affected businesses in Bury supported retaining the conditions prohibiting the use of amplified equipment and the consumption of alcohol in a public place. Both elements of the PSPO continue to deliver clear community-safety benefits and were therefore proposed for a further three-year extension. Members noted the low response rate to the consultation, although key partners were consulted and gave their feedback so the results were satisfactory. It was also noted that performance arts and music was still welcomed in the Town Centre, but permission was needed.

Decision:

1. Cabinet approved the proposed extension of the Town Centre PSPO with conditions prohibiting the consumption of alcohol and the use of amplified equipment for a period of three years.
2. Cabinet confirmed satisfaction that:
 - the criteria for an extension and a variation has been met;
 - the necessary public consultation has been undertaken; and
 - Agreed to the conditions of the Order.

Reasons for the decision:

- The consultation findings provide continued strong public support and the ongoing requirement for early intervention powers, the Council considers it both necessary and proportionate to extend this condition namely the restriction on alcohol consumption in public spaces within Bury Town Centre for a further three years.
- Taking into account the 2026 public consultation and the original concerns that led to the implementation of the current PSPO, which has proved effective in managing the use of amplified equipment, the Council considers that retaining this condition continues to meet the statutory tests of necessity and proportionality.

Alternative options considered and rejected:

- Civil Injunction - This would only apply to a single individual in question, meaning anyone other person(s) allegedly causing any issues would be dealt with separately. Consequently any enforcement would have to be repeated for each individual.
- Community Protection Notice (CPN) - as with the Civil Injunction this is an action that can only be used towards an individual and not to tackle a collective problem.
- Acceptable Behaviour Contract (ABC) - An ABC is a low-level intervention that can be used alongside a PSPO. This is a proportionate enforcement option for low level offending and is a non-enforceable contract between Bury Council and an individual which is voluntarily agreed. During the consultation process, the option to ban busking altogether was considered as this had been requested by some residents and businesses, however after assessing the situation and looking at the impact this would have it was agreed that this was not a viable option and for the members of the public who are socially and economically struggling, it would possibly have a detrimental effect on them.

CA.152 APPOINTMENT OF DEPUTY MAYOR**It was agreed:**

That Council be recommended to appoint Councillor Mike Smith as Deputy Mayor for the Civic year 2026/27.

CA.153 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

Members noted the minutes, in particular the work to support the safety of women and girls on public transport.

It was agreed:

That the minutes of the AGMA Executive Board and Greater Manchester Combined Authority held on 28 November and 12 December 2025, and 30 January 2026 be noted.

CA.154 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.155 PRESTWICH VILLAGE REGENERATION PROJECT: PHASE 1B & 2 APPOINTMENT OF DEMOLITION CONTRACTOR - PART B

The Leader and Cabinet Member for Strategic Growth presented a Part B report regarding the full financial details.

Decision:

Cabinet:

1. Accepted that the tender process that was undertaken via a Public Contracts Regulations 2015 (PCR 2015) was a compliant process, and approved the appointment of DSM Demolition Limited (company number 02266325) to undertake the demolition works package with a total estimated contract value of £537,437.14 excluding VAT subject to the agreement of the contract terms and conditions;
2. Accepted there may be a small adjustment required to fix the above contract sum based on an outstanding R&D (Refurbishment/Demolition) survey that cannot be fully carried out until the Prestwich Library vacates its current location; and
3. Delegated authority to the Director of Law and Governance in consultation with the Executive Director of Place or Director of Regeneration and Project Delivery to finalise contractual arrangements and execution of the contract.

Reasons for the decision:

As set out for Part A.

Alternative options considered and rejected:

As set out for Part A.

COUNCILLOR E O'BRIEN

Chair

(Note: The meeting started at 6.00 pm and ended at 7.00 pm)



Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 15 April 2026
Subject:	Corporate Plan 2026/27	
Report of	Deputy Leader and Cabinet Member for Finance and Transformation	

Summary

1. In 2020 the ambitious LET'S do it! Community Strategy for Bury was launched, setting out a vision for the borough through to 2030: to stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation.
2. Since then, both Bury Council and the wider Team Bury Partnership have worked together to transform their collective response to public service reform and to increase focus on the seven high level outcomes committed to within the Strategy. There is now a much stronger "golden thread" that binds the collective endeavour across the partnership.
3. The 2026/27 Corporate 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! Community Strategy.
4. The Corporate Plan has been designed to continue to reflect three central priorities and key enabling functions with a streamlined set of objectives. The three priorities: Improving Childrens Lives, Driving Inclusive Growth and Tackling Inequalities overlay the "business as usual" departmental functions which are described separately in service planning documents. In addition, key enabler objectives are described which support the significant transformation agenda that the organisation has planned over the next 12 months alongside the continuing improvement work to be monitored through the Governance and Assurance Board.

Recommendation(s)

5. To approve the Corporate Plan for 2026/27 and accompanying draft key performance indicators and therefore approving the strategic priorities and delivery objectives for the year.

Reasons for recommendation(s)

6. To set the strategic vision of the organisation for the next year and enable transparency and robust monitoring of performance and delivery of the Corporate Plan and associated improvement activity.

Alternative options considered and rejected

7. Not applicable

Report Author and Contact Details:

Name: Helen Corbishley

Position: Head of Performance & Delivery

Department: Corporate Core

E-mail: h.corbishley@bury.gov.uk

Background

8. In 2020 the ambitious LET'S Do It! Community Strategy for Bury was launched, setting out a vision for the borough through to 2030. Since then, both Bury Council and the wider Team Bury Partnership have worked together to transform their collective response to public service reform and to increase focus on the seven high level outcomes committed to within the Strategy. There is now a much stronger "golden thread" that binds the collective endeavour across the partnership. This golden thread also links the 2030 Strategy at the top to individual staff members within each organisation of the partnership:



9. The Corporate Plan has been designed to continue to reflect a core set of priorities which are agreed as the Council's key contribution to the LET'S do it! Strategy. Through a relentless focus on Improving Childrens Lives, Driving Inclusive Growth and Tackling Inequalities the Council will support the delivery of the seven target outcomes set out by Team Bury and achieve our shared ambition for the borough to stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation.

10. The Corporate Plan is underpinned by a series of service plans which cover the remaining statutory and departmental functions delivered by the council. Progress of the Corporate Plan is monitored on a quarterly basis through a performance and delivery management framework overseen by Cabinet.

Corporate Plan 2026/27

11. In 2025/26 the Council made substantial progress toward its corporate objectives. Despite growing demand and the need to identify further efficiencies, all activities within the Corporate Plan were addressed, and several key milestones were successfully achieved, including:
 - The last twelve months have seen considerable progress against the delivery milestones for town centre development across the borough:
 - Work on the Radcliffe Hub, Enterprise Centre, Market Chambers and Star Academy has continued at pace. Alongside the new housing across the town the landscape has changed considerably. In the next twelve months it will welcome new services and opportunities for residents and visitors alike.
 - In Bury Town Centre the new market canopies were fully completed ahead of schedule creating a new layer of weather protection for traders and providing an improved visual for the market itself.
 - The Flexihall has now taken shape and been renamed as Casewells via public consultation and will be opened during 2026/27 bringing a new shared space for communities and culture.
 - The new Milltown Bridge is now in place and spanning the Irwell, replacing a link that was destroyed in the winter storms of 2015. With regards to future works, phase 1 of our flood defence project is complete with full completion by the end of the calendar year. An update from the utility companies regarding completion is pending.
 - The Prestwich Travel Hub is scheduled to open in 2026. More than £100m of investment has now been secured for Prestwich in negotiation with the Greater Manchester Combined Authority to secure £35m of Good Growth funding. This investment will create a bigger village centre with 248 new homes, an expanded retail and leisure offer, larger library, a new community space and improved access to NHS services.
 - Throughout 2025/26 the Council has continued its focus on improving the lives of children and young people through attention to the quality of practice, strengthened partnership working and increased co-production of new ways of working with children, young people, parents, carers and stakeholders. The following delivery milestones are of particular note:
 - The new Foster Carers Hub was launched in Bury Town Hall, providing a central space for foster and kinship carers to come together, have meetings, attend training, socialise and build a stronger fostering community.

- After widespread consultation, an Education and Inclusion strategy was launched on target with commitment to a shared vision between the council and our local schools, reaffirming the strong commitment to ensuring that every child and young person has access to a high quality education that allows them to reach their potential, built on strong partnerships, trust and transparency.
- The future plans for the building of special free schools have been confirmed, with the Department for Education withdrawing funding for the Free Special Primary School and replacing this with national funding of £3bn to support High Needs capital investment. Bury will be receiving £3.9m over 3-years to support 80 additional places across the borough. This work is being addressed through the SEND Sufficiency Strategy and the identification and development of Resource Provision/SEN units in mainstream settings.
- As part of our commitment to the delivery of a bespoke Family Hub in each neighbourhood by 2030, the Chesham Fold Family Hub has now opened. Family hubs and children's centres in Bury support families from pregnancy through to when children reach 19 years old (25 with Special Educational Needs and Disabilities).
- Over the last 6 months there has been a substantial reduction in the number of children becoming subject to child protection plans and in the number of children entering care. Taken together with a decline in the number of children and families newly opening to Children's Services and the number of child protection enquiries, Bury is beginning to move to a performance profile more typical of a Family Safeguarding local authority.
- With regards to tackling inequalities, the challenging context of cost-of-living pressure for residents and business has led to a stall in progress in reducing deprivation based on official statistics. The latest Indices of Deprivation were published in November and reported that Bury is now ranked 90 out of 296 LAs (where 1 is the most deprived), compared to a ranking of 95 out of 317 LAs in 2019. Bury is ranked 8 out of 10 LAs in GM, remaining in the same position as 2019. There are now 13 Lower Super Output Areas (LSOAs) in Bury in the 10% most deprived in the country, an increase from 12 in 2019. This has been addressed through the last twelve months through an increased focus on delivery in several areas including:
 - A new Anti-Poverty strategy – “LET'S! Tackle Poverty Together”, co-designed with the community and supported by the commission of an anti-poverty work programme with independent experts.
 - Bury Council has implemented a range of anti-poverty support measures for 2025, including: £29,532 fully funded through the Household Support Fund for Citizens Advice, providing debt and welfare rights advice and support, and community outreach work; £630,000 allocated for free school meals during the holidays, £120,000 for pensioners in hardship, £175,000 for those of working age, and £40,000 to support foodbanks. In addition, there were £400,000 of commitments through a new council tax support scheme, a community

grant scheme, support fund for children in care and care leavers, and fund for Veterans and cadets.

- Following the approval of a new Community Safety Strategy, a six-month update was provided to the Council's Overview and Scrutiny Committee. The update highlighted progress across several key areas, including GMP Bury's leadership on refreshing the Serious Violence Duty needs assessment and associated action plan; the delivery of a Winter of Action in town centres featuring ASB surgeries and joint patrols with GMP, BID Security Officers and Council Public Protection teams; and the launch of the first Standing Together grant round, which attracted over 30 applications and resulted in funding awards being made. A strengthened focus on community cohesion has been taken following the attack on Heaton Park Synagogue in October 2025, with strong partnership working across all Greater Manchester agencies.
- A relentless focus on improving quality and outcomes in adult social care has also been maintained to reduce health inequalities. Quarterly performance reports have been presented to Cabinet and reviewed by the Council's Health and Wellbeing Board and Health Scrutiny Committee. The focus of these reports has been to track delivering against the milestones within the Adult Social Care Plan. Achievements include:
 - Commissioning of a charity, "Respect for All" to work with the Council to develop an autism coproduction network for Bury autistic adults and people who know them well and the draft autism strategy 2025-2028 has been delivered.
 - The user-led group for mental health continues to expand with support from Gaddum, a charity that offers a range of mental health services in Greater Manchester, 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 IMC, Pennine Care, and the Older People Mental Health Team.
 - Commencement of Reablement and IMC@Home MDTs to improve the customer journey has started. These meetings are designed to enhance the customer journey by providing more comprehensive and coordinated care.
 - The Intermediate Tier workforce strategy has been refreshed for 2026/27. 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.
 - Our Independent Provider Workforce Support Programme has been launched and is 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.
 - The new Carers service went live in June 2025 following tender assessment and approval.
- In relation to staff engagement, in December we achieved our highest ever engagement in the staff survey, with 45% of colleagues sharing their views, an increase from 33% from our last survey in October 2024. As a strong measure of staff engagement and commitment to our priorities, seven out of ten respondents stated that they would recommend Bury Council as a “great place to work”. This score had increased from 60% in the last survey. The Council’s scores were benchmarked against other local authorities where we outperform other councils, particularly with 84% of our staff stating “I can contribute to improvement within my area of work”.

12. During this period the Council has also been inspected by regulators across our Children’s Social Care Services, Adult Learning Provision, Adult Social Care and our partnership delivery of provision for Children with Special Educational Needs along side the NHS. Whilst the final reports for two of these inspections are embargoed until the new municipal year, to reiterate what has been previously reported:

- Based on a full Ofsted Inspection of Children’s Social Care Services the regulator graded the impact of leaders on social work practice with children and families as ‘good’, with another three areas inspected and the overall effectiveness of the service as ‘requires improvement to be good’. Although there is still work to be done in the service as improvements are required around the experiences and progress of children who need help and protection, those of children in care and our care leavers, the regulators concluded that they were confident that there is now a “clear understanding of the further improvements needed and have effective plans in place aimed at ensuring that all children receive a consistently good-quality service.”
- The Council was the first Adult Learning Provider of our type inspected under a new framework, with the new style report cards. The service achieved ‘expected standard’ in three areas: inclusion, achievement and curriculum and teaching. The service was graded as ‘needs attention’ in two areas, namely leadership and governance, and participation and development. As a key contributor to achieving inclusive economic growth, inspectors commented on the link between learning and employment and that our tutors are “passionate about providing education for learners and their families in the communities they serve.” Overall, the report said learners felt a “deep sense of community and belonging” but there is room for improvement to ensure that all learners can receive a ‘consistently high standard of teaching.’

An improvement plan has been developed to address this and strengthen delivery where required.

13. With regards to other independent assessment of Council provision:
 - In Quarter Three, the CQC visited our Falcon and Griffin Extra Care Scheme, under new framework that recently came into force. The service was rated as 'Good' by the CQC, noting that the staff were confident in management, accommodation was well maintained and of a good quality, and the residents said they felt safe and supported.
 - More recently, Choices for Living Well (Killelea) was rated as providing an Outstanding level of rehabilitation care, by the Care Quality Commission (CQC) in its November 2025 assessment. The service achieved high scores in Effective (92%) and Caring (95%) categories, with inspectors praising its multi-disciplinary team (MDT) for delivering compassionate, evidence-based support that consistently exceeds expectations and helps people regain independence swiftly. The inspection noted that Killelea has exceptionally inclusive leaders at all levels who understand the context in which they deliver care and embody the culture and values of their workforce and organisation, with feedback from staff consistently positive about the registered manager and a proactive culture where staff feel confident to speak up.
14. Based on these achievements, the Corporate Plan for 2026/27 sets objectives across the three priorities to continue progress towards outcomes and to ensure the delivery of the Council's contribution to the LET's vision. Whilst 2025/26 was a significant year for delivery there remains much to do to achieve the 2030 vision for shared success across the borough.
15. Across the three priorities particular areas of focus include:
 - a. Inclusive Economic Growth: In addition to the completion of existing schemes, 2026/27 will see consultation and approval of a number of new residential schemes and a significant commitment to the development of new homes and affordable housing, including the Local Plan. In addition, the Work Well and Economic Inactivity Trailblazers will be accelerating to ensure more Bury residents benefit from the new opportunities for good jobs and training for new skills.
 - b. Improving Children's Lives: Implementing recent changes in legislation and continuing the improvement journey across social care, education and SEND continues to be the focus with extensive consultation planned to deliver new ways of working in social work, early help, safeguarding, youth justice and education.
 - c. Tackling Health Inequalities: Producing a new Anti-Poverty Strategy with our communities and voluntary sector is a key deliverable and will be subject to increased governance and oversight to ensure demonstrable impact across the wider determinants of health, specifically in terms of housing, employment and education.

16. In addition, key enabler objectives are described which support the significant transformation agenda that the organisation has planned over the next 12 months alongside the continuing improvement work to be monitored through the Governance and Assurance Board.
17. Against the Equality and Inclusion priority there are three objectives for delivery: Becoming a Neuro-inclusive employer, becoming an anti-racist employer and promoting community cohesion.
18. The plan has been developed through the Performance, Delivery and Transformation Board in consultation with exec and departmental leads. Staff have been consulted with through the Bury Shakers network.
19. The Plan on a Page is included in Appendix One of this report.

Key Performance Indicator Framework

20. In addition to tracking delivery milestones on a quarterly basis, performance indicators for the corporate plan and wider service delivery are also monitored through the Corporate Performance & Delivery Team. These are reviewed by the Performance, Delivery & Transformation Board with issues escalated to the Executive Leadership Team.
21. The framework for monitoring performance has been reviewed for 2026/27 and considered alongside other tiers of reporting. The draft list of Corporate Plan indicators is proposed below:
 - Sickness absence: average number of days lost per FTE per year
 - % Staff turnover
 - % Annual PDRs completed
 - Percentage of staff in scope who have completed the mandatory training module for GDPR
 - Health and Safety Assessment - % compliance with e-learning
 - Energy efficiency of housing in the borough (% Band A-C)
 - Annual housing completions boroughwide
 - Number of housing units completed in the borough which are affordable
 - % Housing completions on brownfield land boroughwide
 - Rate of School Permanent Exclusions
 - Percentage of tenants satisfied with the overall service their landlord provides
 - Number of statutory homeless cases open on the last day of the month
 - The percentage of adult social care providers rated good or outstanding by CQC
 - % of homes for children in Bury Council's care within 20 miles of their home
 - Economic Inactivity trailblazer indicators
 - Increase in the number of people prevented from becoming homeless
 - Reduction in the number of people rough sleeping
 - Increase in the number of social and affordable housing

- Rate of CLA per 10,000 children aged 0-17 (latest snapshot)
- Rate of CPP per 10,000 children aged 0-17 (latest)
- Rate of open CIN per 10,000 children aged 0-17 (latest) Rate of referrals per 10,000 children aged 0-17 over the last 6 months
- Re-referrals: children with a previous referral within 12 months of their latest referral (last 6 months)
- Number of rough sleepers currently being supported
- Number of Inclusion Spaces
- Number of people on waiting list for ASC needs assessment (snapshot last day of the month)
- Median number of days waiting for an ASC needs assessment
- Highway repairs completed on time (%)
- Number of missed bin collections per 100,000
- Proportion of household waste recycled
- Average time taken to repair street lighting

Links with the Corporate Priorities:

The Corporate Plan priorities are linked to the seven objectives of the LET'S vision.

Equality Impact and Considerations:

22. The corporate plan is set out to improve outcomes for all residents with equity and inclusion threaded throughout. The plan has no negative impacts however activities within the plan will require individual EQIAs to ensure equity and inclusion is carried through from this plan into the activities and outcomes

Environmental Impact and Considerations:

23. 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	Ensuring a clear golden thread between employee reviews and Corporate Plan priorities, so that strategic objectives are translated into practical, on-the-ground actions that can be regularly monitored, reducing the risk of delays or incomplete delivery.

Legal Implications:

24. The corporate plan sets the strategic priorities and the delivery objectives for the forthcoming year. This forms part of the Council's governance cycle with quarterly updating reports to Cabinet.

Financial Implications:

25. There are no financial implications arising directly from the report.

Appendices:

Appendix 1: Corporate Plan 2026-27 Plan on a Page

Background papers:

None.

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

Term	Meaning
ASB	Anti-Social Behaviour
ASC	Adult Social Care
BID	Business Improvement District
CIN	Children in Need
CLA	Children Looked After
CPP	Child Protection Plan
CQC	Care Quality Commission
DfE	Department for Education
DMT	Directorate Management Team
ELT	Executive Leadership Team
EQIA / EQIAs	Equality Impact Assessment(s)
FTE	Full-Time Equivalent
GDPR	General Data Protection Regulation
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GMP	Greater Manchester Police
IMC	Intermediate Care
IMC@Home	Intermediate Care at Home
KPI	Key Performance Indicator
LET'S	LET'S Do It! Community Strategy
LSOA / LSOAs	Lower Super Output Area(s)
MDT / MDTs	Multi-Disciplinary Team(s)
MO	Monitoring Officer
NHS	National Health Service
PDRs	Performance Development Reviews
PDT	Performance, Delivery & Transformation Board
S151 Officer	Section 151 Officer (Chief Finance Officer)
SEND	Special Educational Needs and Disabilities
SEN	Special Educational Needs
SLG	Strategic Leadership Group

2030 Vision		Council Priorities and Key Objectives – LET’S do it! 2026-27		
Achieving Inclusive Economic Growth and Reducing Deprivation	LET’S Values & Behaviours	<p><u>Driving Inclusive Growth</u></p> <ul style="list-style-type: none"> • Open the Radcliffe Hub, Radcliffe Enterprise Centre and STAR Academy High School; progress the delivery of brownfield housing at East Lancashire Paper Mill; deliver CRSTS funded transport infrastructure improvements and the plan for Pride in Place. • Complete Phase 1A (Travel Hub) of the Prestwich Village Regeneration Scheme and progress of Phase 1B (commercial and community space) to secure planning permission, demolish the Longfield Centre and start on site with delivery of the commercial and residential phase. • Launch the Atom Valley Northern Gateway Mayoral Development Corporation to progress the first phase of employment land and advance the Western Access highways infrastructure. • Update and progress the Bury town centre masterplan, including opening Casewells (Flexi Hall); supporting the TfGM rebuild of the Bury Interchange and advancing residential development across Mill Gate, the South of Markets area and Pyramid Park. • Following consultation, approve the Bury Local Plan subject to government examination. • Consult on, and adopt, the development frameworks for Elton Reservoir, Walshaw and Simister/Bowlee. Advance infrastructure planning to support future development to deliver around 6,000 new homes. • Progress the delivery of the Whitefield and Ramsbottom Town Plans and make use of Economic Development Regeneration Grant Funding to improve public realm, increase footfall and create vibrant town centres. • Deliver our Annual Sustainability Plan and Climate Change Strategy including EV Charging point network and exploring design stage options for a Heat Network in Bury Town Centre. • Create a new Waste Management Strategy to increase recycling rates and meet national reforms. • Develop a borough-wide Parking Strategy that addresses capacity and cost across each neighbourhood. 	<p><u>Improving Children’s Lives</u></p> <ul style="list-style-type: none"> • Implement Best Start in Life including implementation of the local plan to improve Good Levels of Development. • As part of our 2030 commitment to establish a family hub in every neighbourhood, in this year we will step up family hub delivery at the LiveWell centre in Whitefield and from the Radcliffe Hub. • Deliver the Families First Partnership Programme by restructuring our support services, establishing Family Help teams and multi-agency child protection teams to deliver an end-to-end model of support to children and families. • Strengthen the school led improvement system by engaging all education settings in Bury to improve outcomes for children. • Transform and improve how we support children with additional educational needs and disabilities in Bury by implementing the national SEND reforms in partnership with NHS and education providers. • Build new schools Ashgrove (PRU), Redvales (SEMH primary) and increase specialist sufficiency within existing schools to enough high-quality and financially sustainable places in local settings to meet demand. • Establish a bespoke adolescent offer to include bringing Youth Justice services back to Bury. • Increase the number and quality of local family-based and residential homes for children in care. 	<p><u>Tackling Inequalities</u></p> <ul style="list-style-type: none"> • Accelerate team working maturity in each of 5 neighbourhoods connecting to NHS reform programme of neighbourhood working in adults, designing multi-agency working in children’s services. • Implement Live Well in Whitefield including Live Well Centre opening complete by July 2026 and supporting voluntary sector infrastructure and investment in community capacity building. • Develop Live Well in Radcliffe connected to hub opening, investment in primary care centre and aligned to family hub, and working with the Voluntary, Community Faith Alliance (VCFA) to implement the Bury Fund to strengthen voluntary and community sector capacity. • Increase working age employment rates by implementing Work Well, NEET-reduction activity and the Economic Inactivity Trailblazer. • Reshape Bury’s Housing Strategy including increased quality of social and private housing; delivery of more affordable housing; improvements in homelessness prevention and support. • Implement the Bury health inequalities strategy, including focus on tobacco control, physical activity, CVD prevention, and screening and immunisation uptake, and report progress. • Deliver Adult Social Care Business and transformation plan reflecting learning from CQC review, and with a further focus on strengths-based working, co-production and user engagement.
		<p><u>Enablers</u></p> <ul style="list-style-type: none"> • Deliver 2026/27 Budget and develop strategy for Medium Term Financial Sustainability. • Complete the Finance Improvement Plan through implementing the finance restructure and new procurement operating model, achieving the upgrade of Unit 4 (core finance system) upgrade, and strengthened governance. • Develop a Workforce Strategy to drive high performance, talent management and improved HR policy and processes. • Implement the Digital Roadmap including upgrades to the Unit 4; Liquid Logic & Housing QL systems and develop a strategy for appropriate use of Artificial Intelligence. improve productivity. • Finalise the Estates Strategy for the improvement of operating our corporate and commercial estate. • Progress Equality, Diversity & Inclusion priorities through becoming a neuro inclusive employer; championing anti-racism and promoting community cohesion. 		

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 15 April 2026
Subject:	Short Breaks Review – Children with Disabilities	
Report of	Deputy Leader and Cabinet Member for Children and Young People	

Summary

This report seeks Cabinet approval to progress the recommissioning of Bury's Short Breaks Service. The proposed model aims to strengthen early intervention, increase flexibility, and deliver a more responsive, outcomes-focused service aligned to the changing SEND demand in Bury. Early provider market engagement will inform a sustainable, inclusive, and high-quality model underpinned by a fair pricing framework.

Social Emotional Mental Health difficulties (SEMH), Autism Spectrum Disorder (ASD), Moderate Learning Disability, and Specific Learning Disability account for over 80% of current SEND need. Parent and carer feedback is broadly positive but consistently highlights the need for more flexible, needs-led provision and improved community-based access. The current offer faces capacity pressures and does not fully reflect the diversity of presenting need.

Recommendations

Cabinet is asked to:

- Approve the redesign of the Short Breaks model to create a more flexible, strengths-based and outcomes-focused offer.
- Approve the commencement of a structured market and stakeholder engagement exercise, in compliance with the Procurement Act 2023.
- Authorise extension of the existing principal Short Breaks contract dated 1st September 2021 with Action for Children Services Limited – company number 02332388, by a further 8 months until 31 March 2027 (from current expiry of 31 August 2026) to ensure service continuity during the engagement and procurement development period.
- Note that final model proposals, full financial appraisal, and contract award recommendations will be brought to Cabinet for approval following the engagement phase

Reason for recommendations

Service delivery is currently concentrated with one principal provider, supplemented by three further commissioned providers and Direct Payments. Financial analysis shows substantial unit cost variation, from £6,764 (Direct Payments) to £21,378

(highest-cost provider), against a 2025/26 budget of £2.4m with a projected £28,000 overspend.

The current principal contract expires 31 August 2026. The provider, Action for Children Services Limited, has provisionally agreed to extend by a further 8 months to 31 March 2027, supporting a thorough engagement process. This extension is anticipated to be permissible under PA23 as a non-substantial modification that does not significantly alter the scope or economic balance of the contract.

The engagement phase will be cost-neutral, managed within existing resources. A full financial appraisal will accompany the final model recommendation.

Alternative options considered and rejected

Option	Advantage	Disadvantage
1. Maintain current model	No additional procurement resource required	Reduced capacity, rising costs, market fragility, procurement compliance risk. Not recommended.
2-Redesign without engagement	Faster to implement initially	No market intelligence; high risk of undeliverable or unaffordable model. Not recommended.
3-Redesign through structured engagement (Preferred)	Informed by market capability; supports sustainability and improved outcomes	Requires time and resource investment during engagement phase

Report Author and Contact Details:

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Department: Children’s commissioning

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Background

The Council provides Short Breaks for disabled children and young people aged 0-17, promoting wellbeing, enriching experiences, and family respite. Feedback from families, providers, and internal reviews indicates the current model requires modernisation to offer more flexible support, strengthen early help, extend reach, better reflect need diversity, and develop a quality-assured provider framework.

Current provision is constrained by limited capacity, a small provider market, inconsistent availability, and dated delivery models. These factors, alongside inflexible fee arrangements, inhibit the Council's ability to deliver a responsive, equitable and future-proof Short Breaks offer.

Links with the Corporate Priorities:

This proposal supports Bury's Let's Do It Strategy by improving access to local, community-based support; strengthening early intervention; reducing inequalities; enabling family resilience; and promoting a diverse provider market. It aligns with the Council's core priorities of improving children's lives, tackling inequalities, and ensuring financial sustainability.

Equality Impact and Considerations:

An Equality Impact Assessment will be completed following the engagement period. As the service supports disabled children, the EIA will specifically consider impact on children with SEND, with explicit reference to Looked After Children who may face additional vulnerabilities and reduced access to informal support. A signed-off EIA will be appended to the final Cabinet report.

Environmental Impact and Considerations:

The proposal is not expected to have a significant environmental impact. Greater use of community-based provision may reduce family travel, contributing positively to local carbon reduction. Environmental considerations will be built into procurement requirements at the point of tender

Assessment and Mitigation of Risk:

Risk	Mitigation
Market capacity limitations	Broad engagement with providers of all sizes, including SMEs and VCS organisations
Cost pressures and inconsistent charging	Pricing structures explored early through MIM exercise; CFP will drive value for money
Insufficient provider engagement	Structured multi-stage engagement with providers and service users planned before tender launch

Procurement compliance during extension period	All activity compliant with PA23; legal and procurement teams engaged throughout
Incumbent underperformance during extension	Provider has provisionally agreed to extend; performance monitored via existing contract management

10. Procurement Implications

Procurement Act 2023 Compliance

All procurement activity will be conducted in full compliance with the Procurement Act 2023 (PA23). Short Breaks are classified as light touch services under Schedule 1 of PA23. The anticipated contract value will exceed the relevant threshold and will be subject to the full light touch regime. Required notices will be published on the UK Procurement Notices portal throughout the process.

Contract Extension

Cabinet approval is sought to extend the existing principal contract by seven months, from 31 August 2026 to 31 March 2027, to maintain service continuity during procurement development. This extension is considered a non-substantial modification under PA23 and will be confirmed by Legal and Procurement colleagues.

Proposed Procurement Approach

Following the engagement phase, the Council will conduct the substantive procurement using the Competitive Flexible Procedure (CFP) under PA23. This approach allows for iterative market engagement and specification refinement before committing to final contract terms-well suited to a service of this complexity.

The process will include:

- Publication of a Prior Information Notice to alert the market and invite early expressions of interest
- A series of structured market engagement events with current and prospective providers, and separate sessions with families, children and young people
- A formal Market Information and Intelligence (MIM) exercise to gather structured data on capacity, workforce, pricing and service models to inform the specification
- Publication of a formal CFP Tender Notice, structured across lots to encourage SME and VCS participation across the full graduated model
- Evaluation using a quality-weighted price: quality ratio (indicatively 30:70), with representation from commissioning, social care, finance, procurement and families
- A further Cabinet report presenting the recommended award, full financial appraisal, and legal sign-off prior to contract commencement

Consideration will also be given to an Open Framework model (permissible under PA23), which allows new providers to join periodically throughout the contract term, improving market resilience. A final recommendation on contract structure will be presented to Cabinet alongside the full procurement proposal.

An indicative procurement timeline is appended (Appendix 2), with tender publication anticipated Autumn 2026 and contract commencement by 1 April 2027.

Legal Implications:

The Council has statutory duties under section 17 of the Children Act 1989 and the Breaks for Carers of Disabled Children Regulations 2011 to secure appropriate short breaks provision for disabled children and young people and to support their carers.

The proposed procurement route supports the discharge of these duties. Use of the competitive flexible procedure under the Procurement Act 2023 provides a lawful and proportionate route to market, enabling the Council to prioritise quality, safeguarding and outcomes while maintaining compliance with procurement law and minimising the risk of legal challenge.

The services are currently being delivered by Action for Children Services Limited. This contract, which is governed by the Public Contract Regulations (PCR's) is dated 1st September 2021, the commencement date being the same date, and was for an initial term of 4 years with an initial expiry date of 31st August 2025. In addition, the contract includes an option to extend by two further 12 month periods. One of these periods has already been utilised by the Council, which is why the current expiry date for the contract is 31st August 2026. The Council now seeks to exercise its right to extend the contract by a further 8 months, with a new expiry date of 31st March 2027.

Regulation 72 of the PCR's provides that the permitted grounds for modifying public contracts that are governed by the PCR's. Whilst we note the earlier reference to the PA23, there is no legal requirement to assess or reference permissibility under PA23 when modifying this contract as it is governed by the PCR's. Having reviewed the contract between the Council and Action for Children Services Limited, whilst the Council is not utilising the full 12 month extension, legal advice is that the further extension sought of 8 months, is a permitted modification under the PCR's as the contract contains a clear, precise and unequivocal review clause for a right to extend the term.

Financial Implications:

The medium term financial strategy currently assumes a cost neutral position. Following completion of the engagement phase the final model proposal and financial implications will be brought back to Cabinet for approval of the contract award. Any additional costs would need to be included in the revised medium term financial strategy and increase the forecast funding gap in future years.

Appendices:

- Short Breaks Re-Commissioning Needs Assessment
- Short Breaks Re-Commissioning Timeline Plan

Background papers:

None

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

Term	Meaning
ASD	Autistic Spectrum Disorder
CFP	Competitive Flexible Procedure
DRM	Disability Resource Management
EHCP	Education, Health and Care Plan
LD	Learning Disability
MIM	Market Information and Intelligence
PA23	Procurement Act 2023
SEMH	Social, Emotional and Mental Health
SEND	Special Educational Needs and Disabilities
SME	Small and Medium-sized Enterprise
VCS	Voluntary and Community Sector

Bury Short Breaks Service Needs Assessment

Executive Summary

Bury's Short Breaks service is a vital preventative offer that enables disabled children and young people to access enriching activities, build independence, and sustain family resilience. Demand for SEND support in Bury has increased significantly over the past decade, with EHCP prevalence rising from 3.5% to 6.4% of the pupil population. This growth has been driven primarily by increases in Autism Spectrum Disorder (ASD) and Social, Emotional and Mental Health (SEMH) needs, reflecting national trends but at a higher local prevalence.

Despite this changing profile of need, the current short breaks model has remained broadly static. Provision continues to be weighted towards traditional group-based clubs and daytime activities, which do not align with the needs of a growing proportion of the cohort who require smaller group environments, higher staffing ratios, specialist skills, or more flexible and personalised support.

Feedback from parents and carers is generally positive, with high levels of satisfaction for some providers. However, there is a consistent minority reporting dissatisfaction, and analysis shows variation in quality, accessibility, and suitability of provision across the borough. Unit costs vary substantially between providers and direct payments, suggesting that the current market is not operating in a consistent or sustainable way.

Geographical analysis shows demand concentrated in areas of higher deprivation and in Bury's main population centres, but also highlights inequities in access and travel burden for some families. Demand patterns show a mismatch between when families most need support (evenings, weekends, school holidays) and when provision is predominantly available.

The key issue identified is not a lack of providers, but that the current model of provision works well for a shrinking proportion of the SEND cohort. Recommissioning presents an opportunity to reshape the market so that it better reflects current and future needs, supports neighbourhood working, promotes inclusion in universal and community settings, and ensures financial sustainability.

Key messages

- EHCP prevalence in Bury has increased from 3.5% in 2015/16 to 6.4% in 2024/25 and is higher than the national average.

- The primary needs of children and young people with SEND in Bury are SEMH, ASD, Moderate LD and Specific LD, which together account for over 80% of need.
- The Short Breaks model in Bury is structured around a graduated approach from universal provision to complex specialist support and is delivered through commissioned services and Direct Payments.
- Parent and carer feedback is largely positive, with 87% recommending their provider, though satisfaction varies across providers and some families report dissatisfaction.
- There is substantial variation in unit cost between providers and Direct Payments.
- Demand for Short Breaks is concentrated in main population centres and correlates with areas of higher deprivation.
- The projected population change for children and young people in Bury over the next decade is minimal, and SEND demand growth is forecast at 1.4% over five years.
- The service operates within a clear statutory and policy framework which recognises short breaks as a preventative and supportive service for families.

Recommendations

1. Recommission the Short Breaks service in line with the graduated model set out in this assessment.
2. Ensure the recommissioned service continues to support delivery of statutory duties under the Children Act, Short Breaks Regulations, SEND Code of Practice and associated legislation.
3. Consider the variation in unit costs between providers and Direct Payments as part of the commissioning and pricing approach.
4. Take account of the geographical distribution of demand across the borough when designing future provision.
5. Use parent and carer feedback, including areas of dissatisfaction, to inform service improvement.
6. Ensure the recommissioned service is responsive to the current profile of SEND need in Bury.
7. Monitor financial performance to address the projected overspend position.

Context and Background

a. Service overview

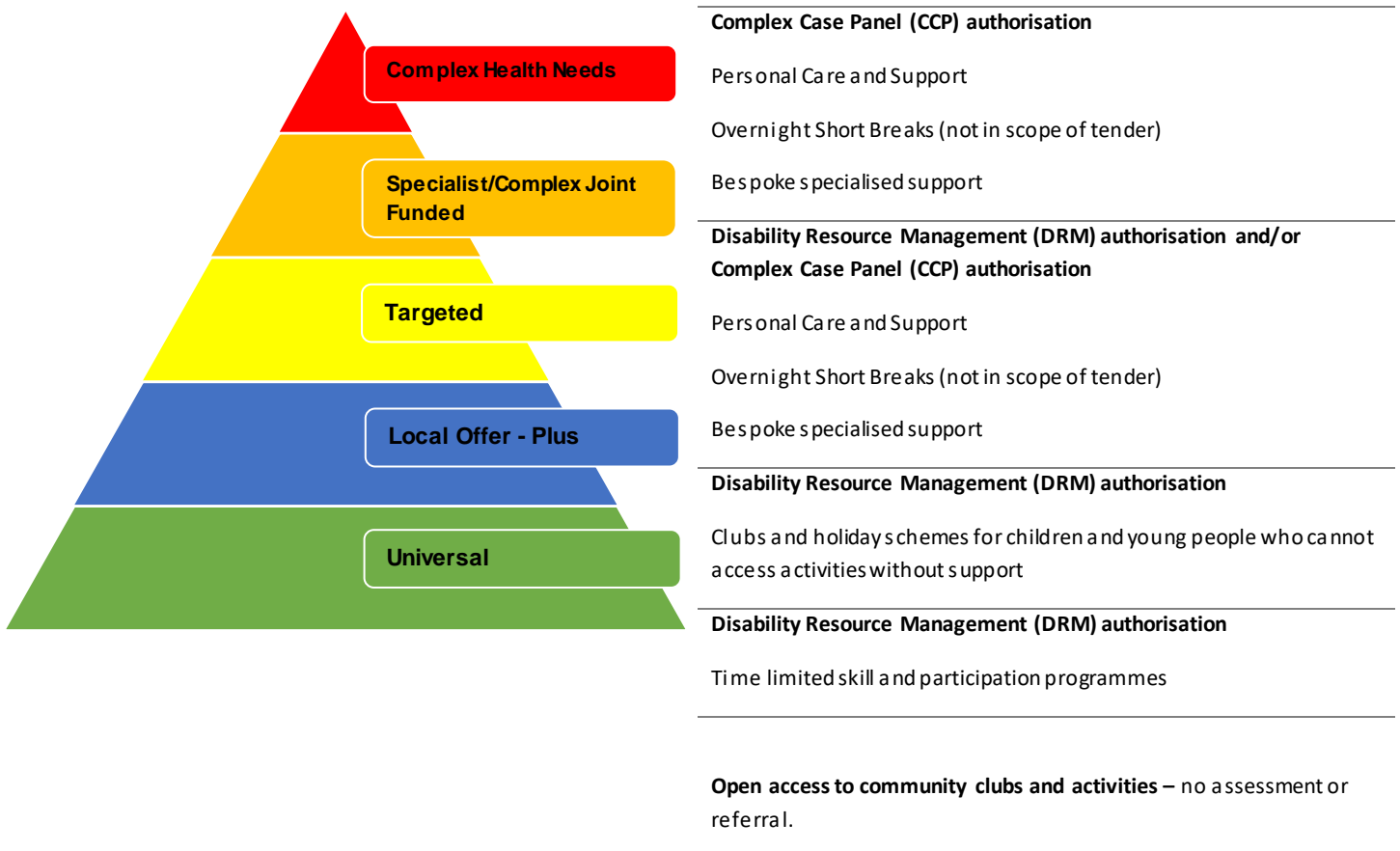
The Bury Short Breaks service supports children and young people up to 17 years old, residing in Bury, and have one or more of the following:

- A permanent and substantial disability, which may be physical, learning, sensory and communication
- A chronic life limiting illness, i.e. a child's physical health is serious and deteriorating
- A life threatening or terminal illness

The Short Breaks service enables children and young people to have the choice and opportunities to be included in doing things they enjoy, have fun, make friends and social connections, enhance their skills, provide learning opportunities and prepare them for adulthood.

The service aims to improve the range and choice and for community clubs and activities to be accessible for more children and young people with disabilities whilst recognising that a smaller number of children and young people will need access to good quality specialist and targeted services. The current Short Breaks model is defined as categories of need and demonstrates the aspiration to improve and enable access to the Local Offer and Universal services. To make this model a reality, the Council focuses on a combination of commissioned services and Direct Payments. The model is shown in Diagram 1 below:

Diagram 1 – the Model



The different types of Short Breaks services are graduated to meet the different needs of individual children and young people with the emphasis on enabling choice, community access and preparation for independence, and are summarised as below:

The services provided under this Contract assist the Council with their responsibilities under the following legislation and guidance:

- The Children Act 1989, section 17 (10) to provide services for children who are defined as being in need. A child is defined as being in need if:
 - He/she is unlikely to achieve or maintain or to have the opportunity of achieving or maintaining a reasonable standard of health or development without the provision for him/her of services by a local authority.
 - His/her health or development is likely to be significantly impaired or further impaired without the provision for him/her of such services or

Complex Health Needs

Individual packages of care for children and young people with significant health and care needs which are funded via Continuing Care (CC). They will very likely need high levels of adult support to keep them safe and specially trained staff to meet their needs.

Specialist / Complex Joint Funded

Individual packages of care for those children and young people who have significant levels of need but may not meet the threshold for CC funding and/or are joint funded with health and/or education. It is very likely they will need high levels of adult staff support to keep them safe.

Targeted

These are aimed at children and young people who need additional support access provision or who may need groups and services specifically designed to meet their needs. Staff may need specific training to meet individual needs and respond in cases of emergency.

Local Offer – plus

Increase the access to short breaks in the community with an enhanced Local Offer which improves the skills and confidence of children and young people and increases participation.

Universal

Clubs, groups and leisure activities that are routinely available and can be accessed by children/young people and their families such as scouts, brownies, sports, dance, drama, places of special interest.

- He/she is disabled.

- The Breaks for Carers of Disabled Children Regulations 2011.
- The Care Act 2014.
- The Children and Families Act 2014.
- The NHS and Community Care Act 1990.
- The Disabled Persons (Services, Consultation and Representation) Act 1986, section 8.
- The Carers and Disabled Children Act 2000.
- Mental Capacity (Amendment) Act 2019.
- NICE standards as they relate to the identified needs of the child.
- SEND Code of Practice 2015.

- Continuing Care national framework for children and young people (2016).

Any label does not paint the full picture of a child or family and individual circumstances must always be taken into account. The Services within this specification will be commissioned for disabled children and young people who will typically include the following groups:

- Children and young people with Autistic Spectrum Condition
 - Children and young people with complex Social Communication disorders
 - Children and young people with a severe or profound Learning Disability
 - Children and young people with a severe Physical Disability
 - Children and young people with a substantial degree of Sensory Impairment
 - Children and young people with other complex medical health conditions
 - Children with learning disabilities unable to access mainstream activities
 - Children and young people who do not fall into Categories above (a-g), but are nevertheless disabled under the Children Act 1989 (which the Short Breaks Regulations state should be used with the context of the short breaks duty).
- Policy and strategic context

A strong SEND short-breaks offer is nationally recognised as a vital component of effective children's services, helping local authorities meet statutory duties and support better outcomes for disabled children and their families.

The [Breaks for Carers of Disabled Children Regulations 2011](#) require councils to provide a range of short breaks that are responsive to local needs and promote family resilience. The guidance for short breaks underscores that such provision helps carers to continue (or more effectively) care for disabled children ([DCSF, 2010](#)). Under the [SEND Code of Practice \(2015\)](#), short breaks contribute to inclusion, positive experiences, and improved wellbeing for children and young people with disabilities; they also help reduce parental stress and prevent family breakdown.

Within the Area SEND Inspection Framework used by Ofsted and Care Quality Commission (CQC), inspectors assess the sufficiency, accessibility, and effectiveness of support for disabled children, including short breaks, as part of evaluating local authorities' SEND arrangements ([Ofsted, CQC, 2025](#)). Taken together, these national expectations position short breaks as an essential preventative and supportive service that underpins stability, promotes independence, and ensures families receive timely and equitable support.

In Bury, the need for a robust Short Breaks service is especially pressing given local data on demand for SEND support and the rapidly increasing demand. With a SEND population comprising a mix of needs, including speech, language and communication difficulties (SLCN), autism/ASD, moderate learning difficulties and social, emotional and mental health (SEMH) issues, many families face significant ongoing caring responsibilities ([Bury Council, GM ICP, 2023](#)). Moreover, Bury Council's strategic commitment to inclusive provision via its Graduated Approach means ensuring that disabled children and young people access the right support in the right place and at the right time, across education, health, and social care ([Bury Council, 2025](#)).

Short Breaks play a critical role not only in offering disabled children opportunities for social inclusion, autonomy, development and enjoyment — supporting a sense of belonging outside school — but also relieve pressure on families, helping carers to sustain support at

home. This aligns directly with Bury Council’s ambition of enabling equitable access to support for all young people, regardless of disability or need.

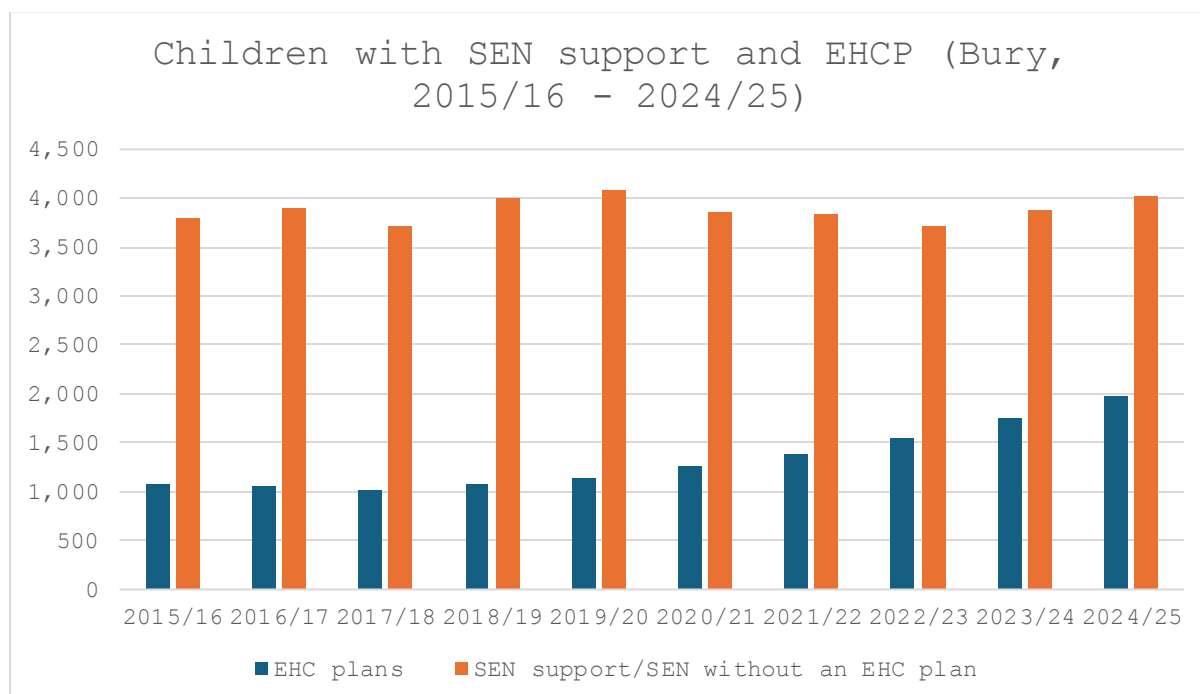
- Purpose of recommissioning

Bury Council is looking to recommission the Short Breaks service as its contract with the current provider of the service is coming to an end. In a landscape of increasing demand and complexity of needs, Bury Council is looking to commission a Short Breaks service that is flexible in meeting the needs of families and takes a strengths-based approach in enabling children and young people to have the choice and opportunities to be included in doing things they enjoy, have fun, make friends and social connections, enhance their skills, provide learning opportunities and prepare them for adulthood. Furthermore, Bury Council is aiming to embed the neighbourhood working approach within the newly commissioned service, ensuring that the Short Breaks service is linking in and working closely with wider support service for children and young people with disabilities and their families.

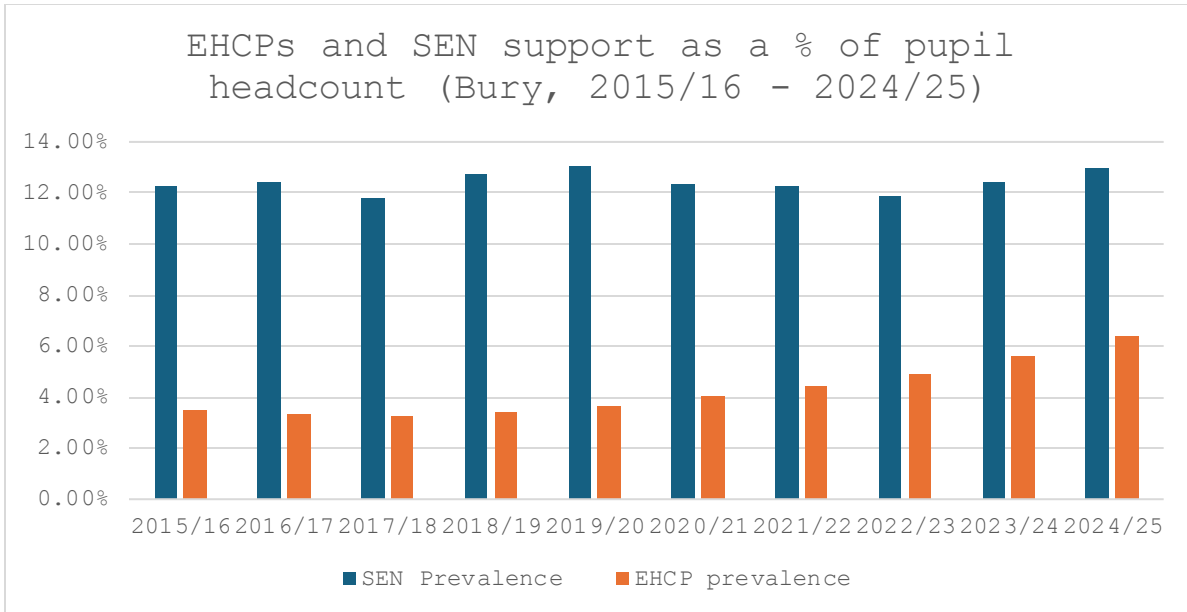
Demographic and Needs Analysis

a. Demand

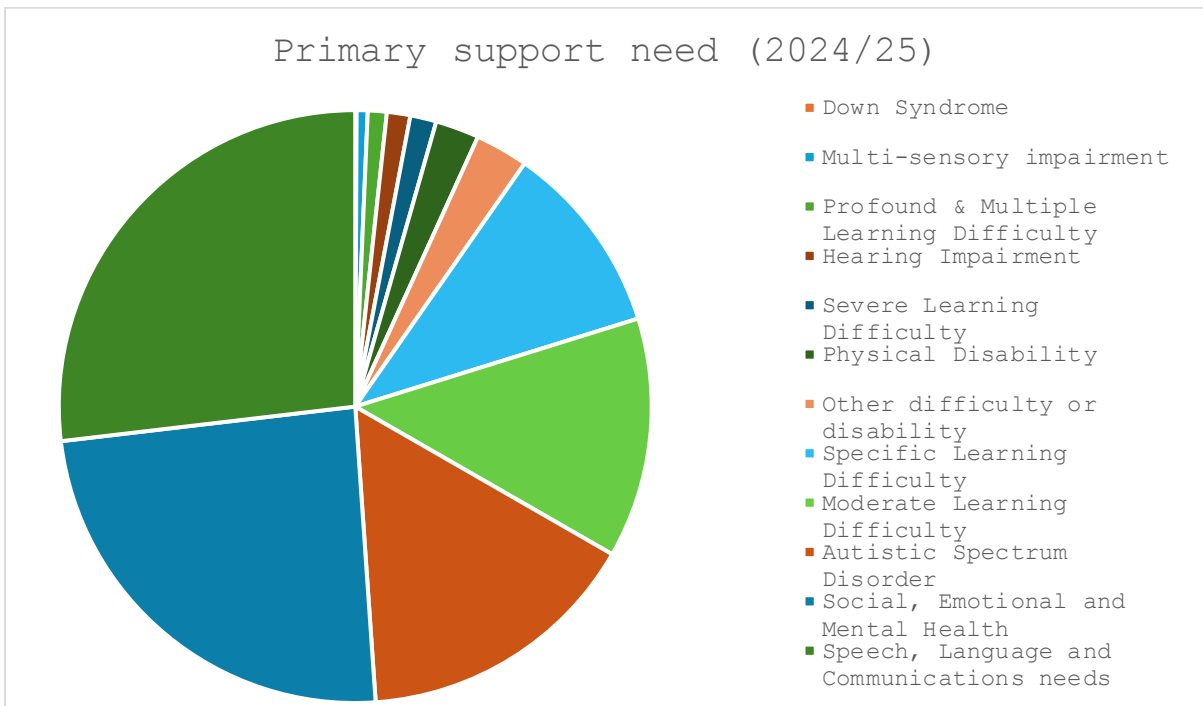
In 2024/25 there were 5,989 children and young people in Bury with either an SEN support need or an EHCP in place. The chart below shows the change in number of EHCPs and SEN support needs over recent years. The number of EHCPs in place has almost doubled since 2016, while the number of SEN support places has remained constant ([DfE 2025](#)). Our own data shows there are now substantially more EHCPs in place across the borough.



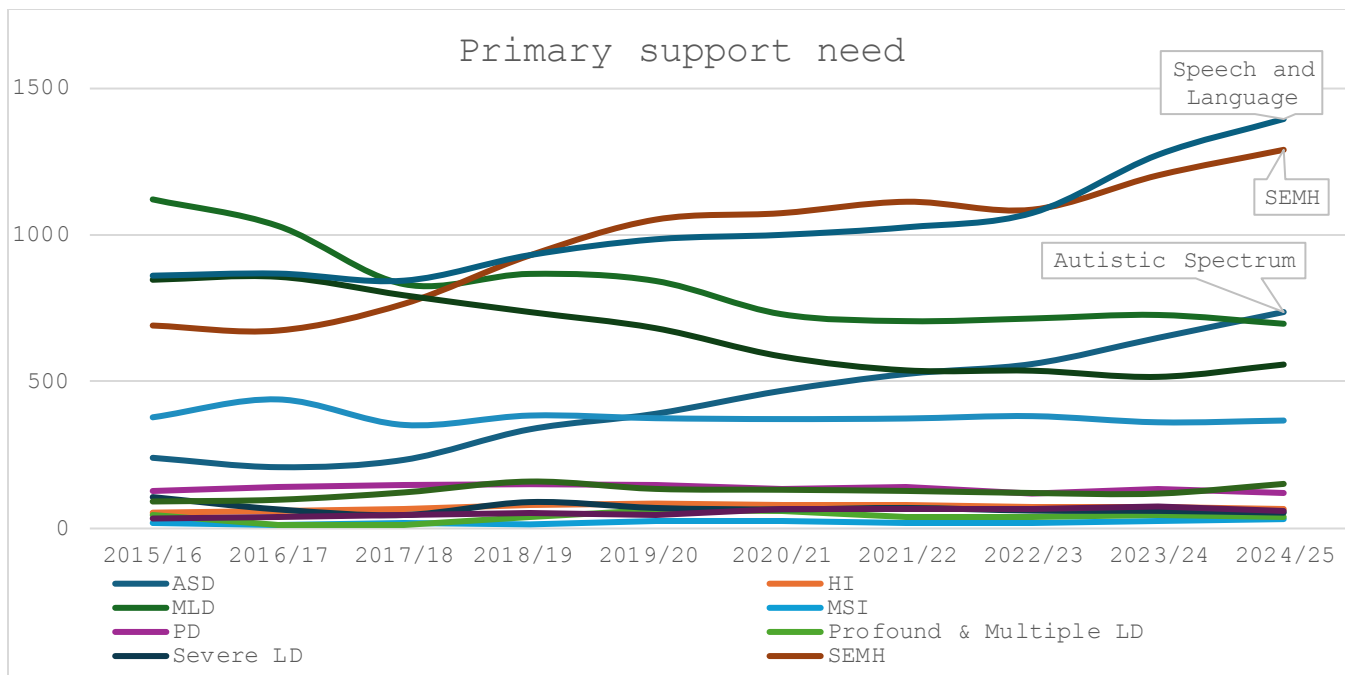
Over the same time period, the total number of pupils in Bury has remained steady – as such, EHCP prevalence has grown from being 3.5% in 2015/16 to 6.4% in 2024/25. This is over 1% point greater than the national average ([DfE 2025](#)). The prevalence of SEN support has remained steady at around 12% of total pupils



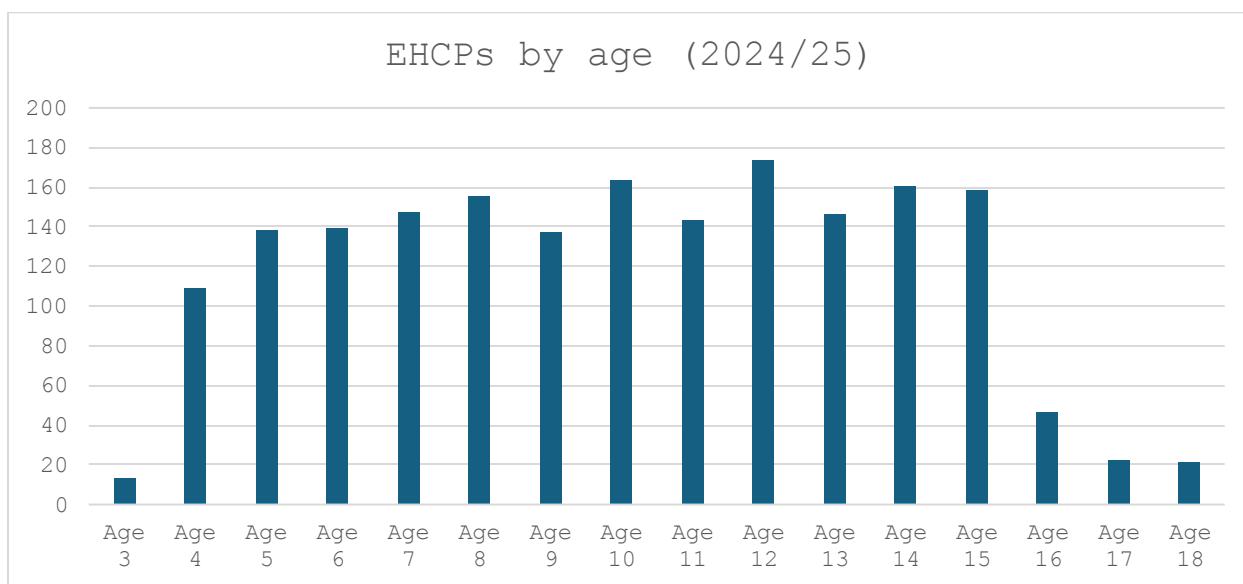
The overall profile of need has remained constant across the borough and broadly follows national patterns. Over 80% of primary needs sit across four categories, Social, Emotional and Mental Health, Autistic Spectrum Disorder, Moderate LD and Specific LD (DfE 2025). SEMH and ASD have both driven recent demand increases for EHCPs, which again aligns with national patterns.



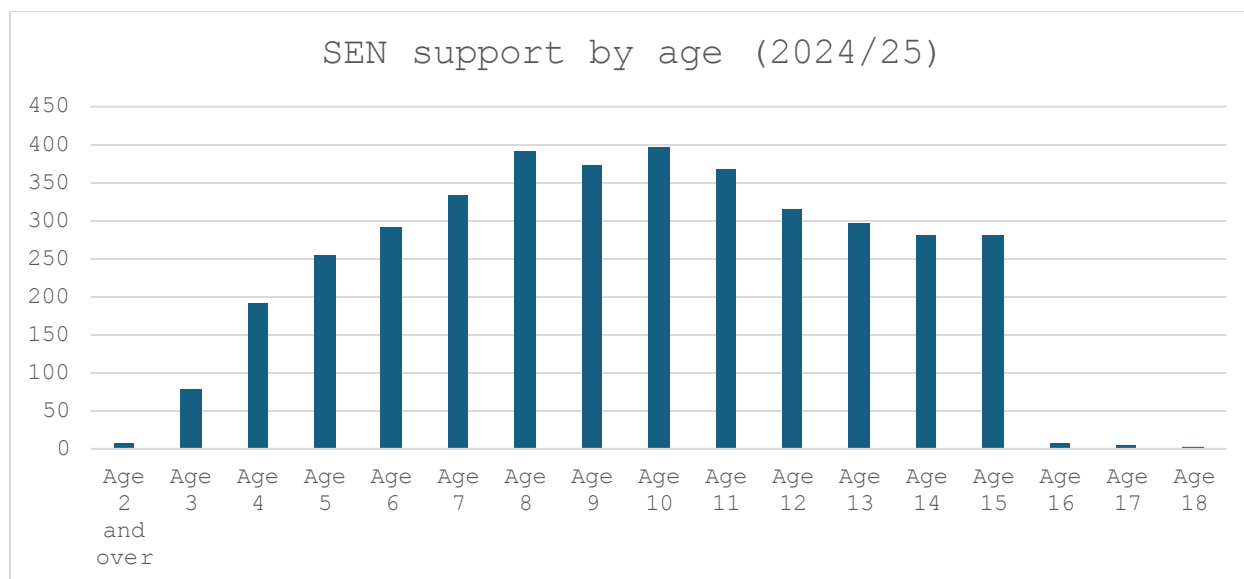
The chart below highlights how this distribution has changes over recent years (DfE 2025):



EHCP demand increase sharply at age 4, the first year of the KS1, and then increased steadily up to KS2 (age 8), and declines sharply in post-16s. Demand is spread evenly between these two phases ([DfE 2025](#)).



SEN support increases steadily through KS1 and declines at a similar rate through secondary education.



The majority of children and young people with a long-term disability (EHCP or SEN support need) are male. 72% of children and young people with an EHCP are male and 60% of those with SEN support male (NB – does not sum to totals reported above due to data quality issues).

	EHCP	SEN Support	TOTAL
Female	531(28%)	1,543 (40%)	2,074 (36%)
Male	1,347 (72%)	2,336 (60%)	3,683 (64%)

b. Forecasting future needs

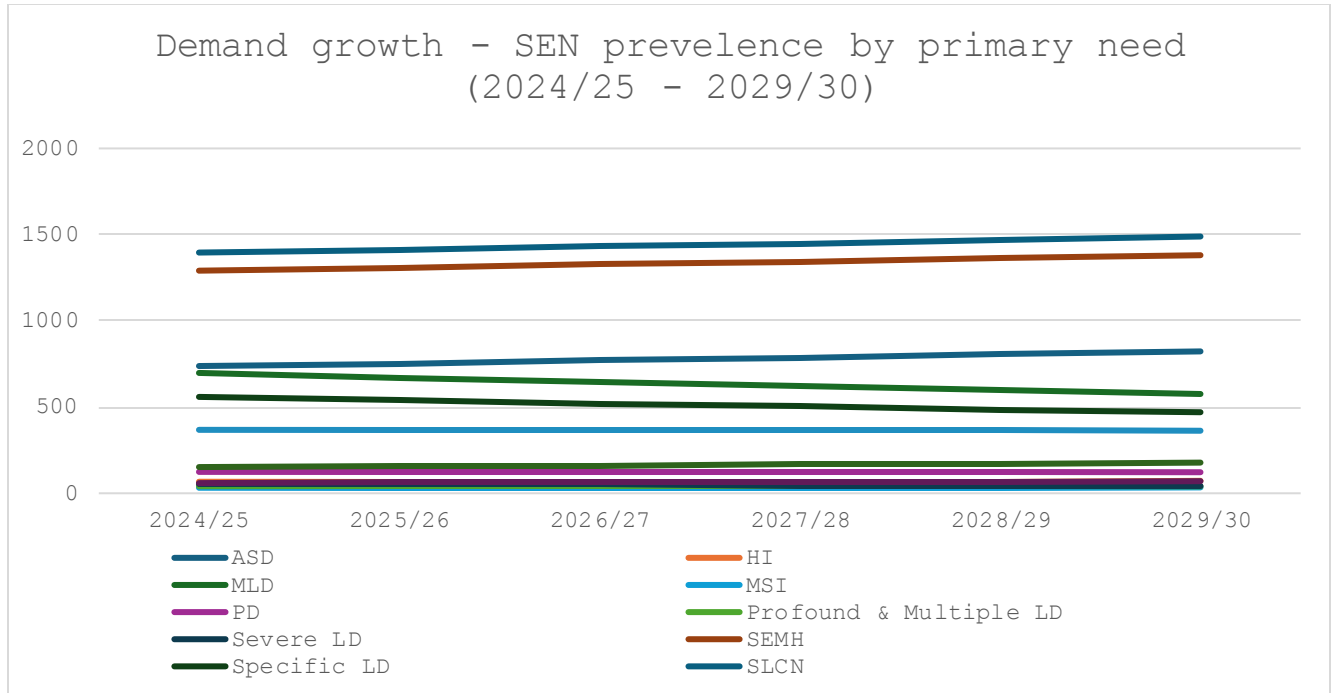
ONS population projections show that the number of children and young people in Bury will increase at a minimal rate over the next decade. The population aged 0 – 25 years will increase by just 1.42%, with sizable declines in some age groups and the majority of the growth driven by people aged 20-25 ([ONS 2023](#)).

	2023	2033	Number	% change
0-4 years	11,242	11,646	404	3.59%
5-9 years	12,335	11,801	-534	-4.33%
10-14 years	13,018	11,885	-1,133	-8.70%
15-19 years	11,230	11,731	501	4.46%
20-25 years	11,713	13,322	1,609	13.74%
Total	59,538	60,385	847	1.42%

Given that the majority of SEN demand comes from the school age population, it is possible that demand for short-breaks (and support for disabled children and young people) will decline over the next decade.

Additionally, it is likely that future national policy changes, as well as the councils continued focus on a graduated approach to promoting prevention and early intervention will lessen total demand/demand growth in future years.

As we such, we are forecasting that total demand (EHCP and SEN support) will increase at a rate of 1.4% over the next five years, and patterns in primary support type will become entrenched.

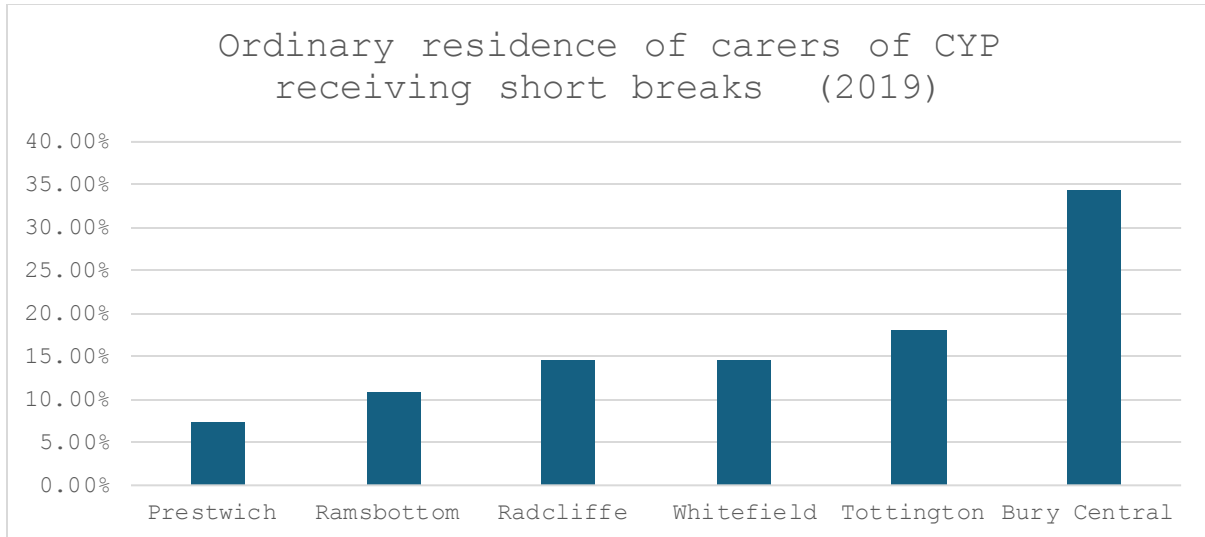


Current Service Provision

There are currently four short break providers working in Bury (Action for Children, Together Trust, Carers Trust 4all and the New Kershaw Centre) – we also award direct payments to help promote self-directed support.

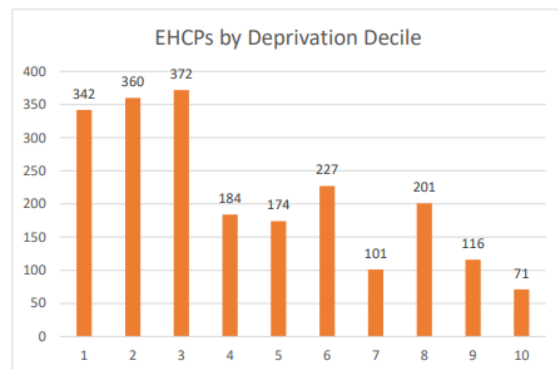
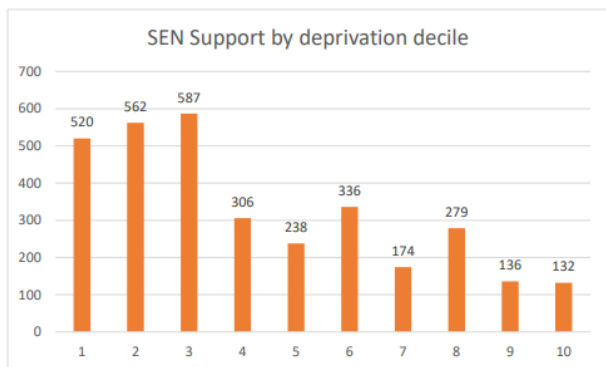
a. Demand distribution

The majority of Children and Young People who use short breaks services across the borough of Bury live in Bury Central, which is the main population hub in the borough. There five other main population centres in Bury, that account for two-thirds of Short Breaks demand. The prevalences set out in the chart below do not reflect population distribution, though it is likely that this is a reflection of survey completion rates rather than distribution of demand.



As is the case nationally and regionally, SEN and EHCP prevalence aligns with relative deprivation.

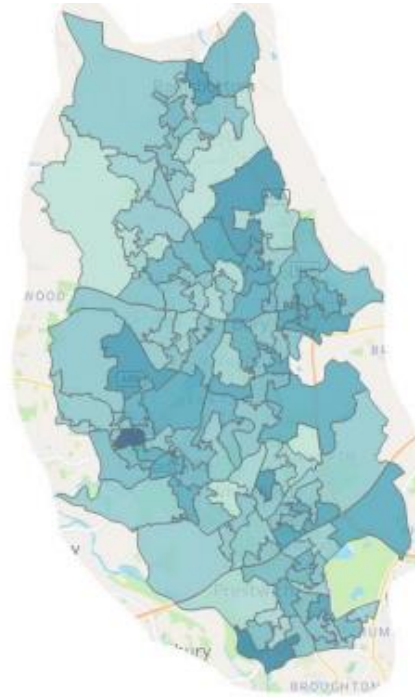
The majority of demand (~50%) is located within the three most deprived deciles ([Bury SEND JSNA](#)):



This is reflected in the overall distribution of disability across the borough. The map below shows the % of people aged 0 -24 with a self-reported Limiting Long-Term Illness (LLTI) by Lower Super Output Area (LSOA).

The census question regarding disability changed in 2021 to collect data that aligns more closely with the definition of disability in the Equality Act (2010). The Equality Act defines an individual as disabled if they have a physical or mental impairment that has a substantial and long-term negative effect on their ability to carry out normal day-to-day activities.

This change in definition between the years 2011 and 2021, may have had an impact on the number of people identified as disabled in Census 2021. The prevalence of LLTI in 0 to 25 year olds in Bury ranges by LSOA from 1.5% to 10.5%. Whilst there are some areas of correlation with our deprived areas there is still evidence of higher concentrations of LLTI prevalence across most LSOAs.



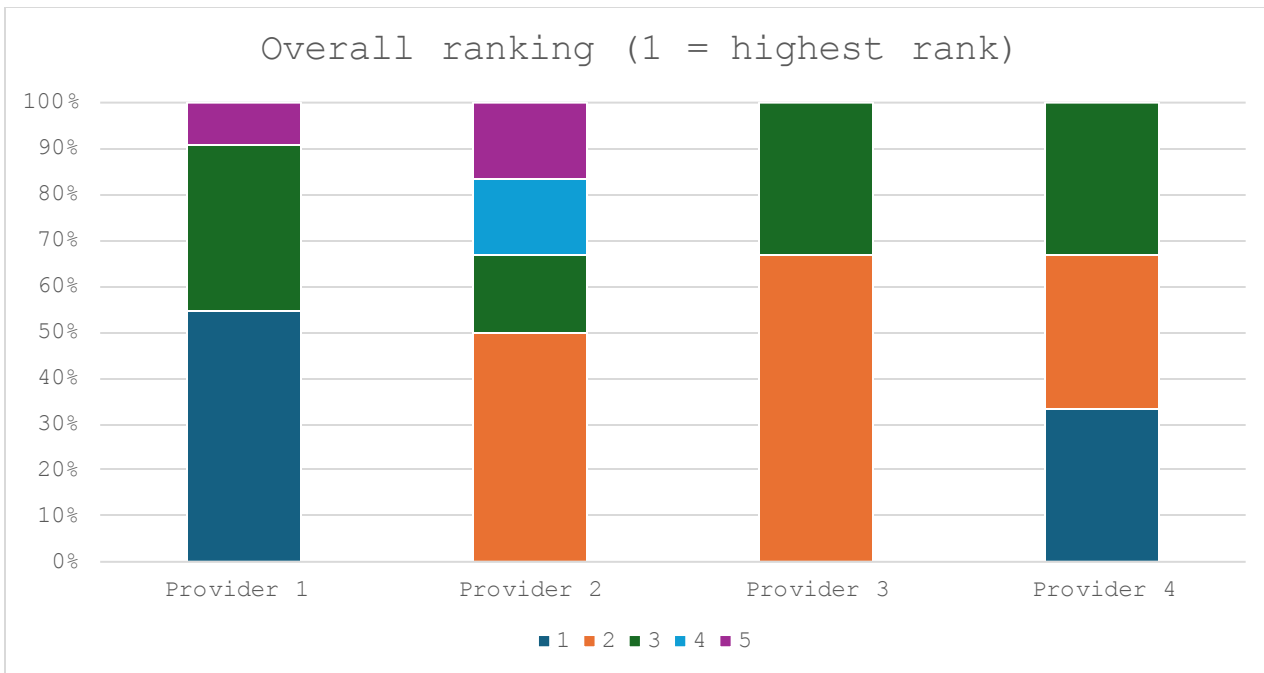
b. Provider performance and feedback

Parents and carers were surveyed about their experiences and views of four short breaks providers and direct payments.

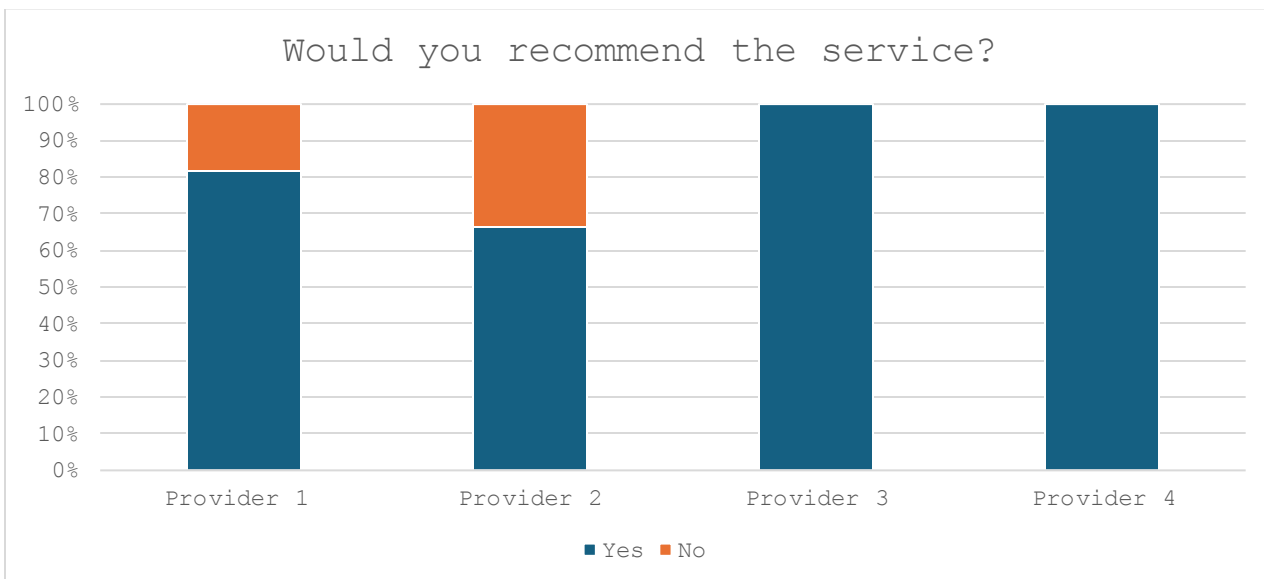
Overall, feedback received from parents and carers has been positive, though there is some clear variation between providers. The charts and commentary on the following pages sets this out in more detail.

On the key metric of overall satisfaction with services, we asked (on a sliding scale of 1-5 where 1 = highest satisfaction) the extent to which parents and carers were satisfied with their provider.

Over 50% of parents and carers using Provider 1 gave it the highest rating – across the borough and all providers, almost 1 in 5 gave their provider the highest rating. However, there is a small but substantial group who are clearly dissatisfied with the provision they have received.



The majority of respondents (87%) said they would recommend the short breaks provider they had used. A relatively small proportion of those who had used Provider 1 and 2 said they would not recommend the service – this is reflected in data about the proportion of parents who would recommend different providers.



Gap Analysis

a. Service Coverage Gaps

The geographical analysis shows that the majority of children and young people accessing Short Breaks live in Bury Central and the other main population centres in the borough. The distribution of demand does not fully reflect overall population distribution, though it is noted that this may be influenced by survey completion rates.

The prevalence of limiting long-term illness (LLTI) amongst 0–25 year olds varies significantly by Lower Super Output Area, ranging from 1.5% to 10.5%. There is evidence of higher concentrations of LLTI across many LSOAs, including but not limited to areas of deprivation.

This indicates variation in levels of disability across the borough alongside variation in where current Short Breaks demand is recorded.

b. Service Design Gaps

The Short Breaks model in Bury is structured around a graduated pathway from universal access through to specialist and complex provision, with an emphasis on enabling children and young people to access community activities wherever possible. This is delivered through a combination of commissioned services and Direct Payments.

The needs profile of children and young people with SEND in Bury shows that over 80% of primary needs are accounted for by SEMH, ASD, Moderate LD and Specific LD. EHCP prevalence has increased significantly over recent years and is now above the national average.

This highlights the importance of ensuring that the Short Breaks offer continues to operate in a way that aligns with the current profile of need across the borough.

c. Capacity and Workforce Gaps

There are currently four commissioned Short Breaks providers operating in Bury alongside the use of Direct Payments. Parent and carer feedback shows variation in satisfaction between providers, with a small but notable group of families reporting dissatisfaction.

Financial analysis shows substantial variation in unit cost between providers and Direct Payments. The overall budget position for 2025/26 indicates a small projected overspend.

This demonstrates variation in delivery costs and performance across the current provider market.

d. Equity Gaps

Analysis shows that SEN and EHCP prevalence aligns with relative deprivation and that approximately half of Short Breaks demand is located within the three most deprived deciles.

The distribution of LLTI prevalence across LSOAs also shows that disability is present across the borough with varying levels of concentration.

This indicates that demand for Short Breaks exists across different parts of the borough and across communities with differing levels of deprivation.

e. Systemic Issues

The Short Breaks service operates within a complex legislative and policy framework and is delivered through a combination of commissioned provision and Direct Payments, authorised through Disability Resource Management (DRM) and, where required, the Complex Case Panel (CCP).

The model relies on enabling access to universal and community provision where appropriate, alongside targeted and specialist support. The needs assessment shows a changing profile of SEND demand and increasing EHCP prevalence over time.

This context highlights the importance of ensuring that commissioning arrangements continue to support the graduated model and statutory responsibilities set out in this document.

Market Analysis

Financial Overview

This year (2025/26) the agreed budget for short breaks is £2.4 million. We are estimating a small overspend of £28,000.

	Budget 2025/2026	Estimate	Health Contribution	Total	Under / (Overspend)
Direct Payments	£450,000	646,655	£53,930	£533,047	(£83,047)
Commissioned Services	£2,009,300	2,156,528	£202,221	£1,954,308	£54,992
TOTAL	£2,459,300	2,803,183	£256,151	£2,487,355	(£28,055)

There is a substantial variation in unit cost between providers and direct payments:

	Unit Cost
Direct Payments	£6,764
Provider 1	£7,720
Provider 2	£21,378

Stakeholder Engagement

There is an active Parent Carer Forum and multiple consultation events will be held as part of the commissioning process.

Conclusions

The Short Breaks service in Bury is an established and valued offer that supports disabled children, young people and their families and contributes to the council's statutory responsibilities.

This needs assessment demonstrates significant growth in EHCP prevalence, a clear profile of SEND need, positive but varied feedback from families, geographical patterns of demand, and financial considerations that must inform future commissioning.

The recommissioning of the service provides an opportunity to ensure that the Short Breaks offer in Bury continues to meet local need, operates within available resources, and supports families in line with statutory guidance and the council's strategic approach.

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 15 April 2026
Subject:	Procurement for Repairs and Maintenance Framework	
Report of	Cabinet Member for Housing Services	

Summary

This report seeks Cabinet approval to proceed with a full procurement to establish the Council's own Framework for Repairs and Maintenance services ("Repairs and Maintenance Framework"), in compliance with the Procurement Act 2023. The Repairs and Maintenance Framework will be structured into two broad Repairs and Maintenance Lots. This package is designed to have less lots with 1 to 2 main repairs and maintenance contractors delivering a wider range of services under a 'General Building' Lot. The second lot is for 'Specialist Services' and is broken down into 7 individual sub lots covering electrical repairs, aids & adaptations, drainage, glazing, painting, pest control and scaffolding.

The Repairs and Maintenance Framework is projected to have an estimated spend of circa £4-5 million over the life of the framework which is 4 years. The framework will have a greater emphasis on social value outcomes and SME participation. The procurement is scheduled to be concluded in July 2026. Following this, a subsequent Cabinet report accompanied by an Award Report providing a full audit on the tender process will be presented to seek approval for awarding the Repairs and Maintenance Framework.

Recommendation(s)

Cabinet is requested to approve the procurement and development of the Repairs and Maintenance Framework for housing repairs and maintenance service.

Reasons for Recommendation(s)

To maintain compliance with statutory obligations of the Procurement Act 2023 and ensures principles are fairness, transparency, value for money, and accountability.

Bury Council must urgently prioritise value for money in the repairs and maintenance budgets by significantly reducing uncontrolled spending. In doing so seeks the best balance of cost, quality, long-term performance and lifecycle value for repairs and maintenance works.

A full tender issued with Bury Council designing lots to reflect service needs and then publicly advertising the contract. This is to accommodate incumbent suppliers and give fair opportunities for local and regional contractors to tender.

Alternative options considered and rejected

Use external Frameworks to source Bury's requirements

Rejected: Framework providers typically apply a minimum 2-3% management fee. On a projected framework value of £5 million, this would amount to approximately £100,000 - £150,000, a cost the Council would avoid by delivering the framework directly. In addition, such Frameworks have limited influence over framework terms and pricing models, and SME representation at framework level is often low.

Report Author and Contact Details:

Name: Lisa Gallacher

Position: Procurement manager

Department: Corporate Core

E-mail: L.Gallacher@bury.gov.uk

Background

There are currently a number of arrangements in place with many contractors to cover the repairs and maintenance requirements. These arrangements have not been strategically sourced, have no central contract arrangements and have not been subject to a compliant procurement process. We estimate that the current annual spend is around £1.6m.

To date the following has been undertaken:

- Procurement strategy completed and submitted to Senior Leadership Team
- Reviewed and agreed preferred route to market
- Reviewed and agreed lotting and packaging the scope of works

During the tender process Procurement will work with key stakeholders on specification detail. A detailed implementation plan, procurement timetable, and resource plan will be developed following approval. In addition, develop procurement documentation and governance papers.

Links with the Corporate Priorities:

Enterprise – The re-procurement of a new framework will assist the Council in achieving its best value obligations under the Local Government Act 1999.

Equality Impact and Considerations:

As a provider commissioned by Bury Council to provide services on behalf of the Council, the provider is required to meet the requirements and obligations of the

Equality Act 2010. This includes the Public Sector Equality Duty (Section 149 of the Equality Act 2010) as the provider is providing services on behalf of Bury Council

As such, the provider is required to:

- Have policies, procedures, strategies, objectives or action plans in place which demonstrate the provider's knowledge and understanding of the requirements of the Equality Act 2010 as an employer and provider
- As an employer and provider, take steps to ensure no activity causes discrimination, harassment or victimisation of individuals or groups of people on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.
- Have the same considerations to ensure no activity causes discrimination, harassment or victimisation of individuals or groups of people who are carers, care experienced children, care leavers, military veterans or socio-economically vulnerable
- On request, provide anonymised service user demographics data to cover age, carer status, disability status, ethnic group, sex assigned at birth, gender identity, military veterans, religion and sexual orientation.

For providers with more than 250 employees

- Voluntarily calculate and publish disability and ethnicity pay gaps (note this is voluntary and not a requirement)

Environmental Impact and Considerations:

The Repairs and Maintenance Framework is expected to have a manageable environmental impact, with carbon emissions primarily arising from contractor travel, material use and on-site activity. The Repairs and Maintenance Framework can embed measures to reduce these emissions by requiring low-carbon working practices, efficient scheduling, sustainable and recycled materials, and ongoing contractor carbon reporting aligned with Bury Council's Net Zero ambitions.

Although Repairs and Maintenance Framework does not involve new build development, maintenance activities may affect local habitats and green spaces. To mitigate this, the Repairs and Maintenance Framework can include requirements to protect existing ecological features, comply with biodiversity legislation, use environmentally sensitive products, and support opportunities to enhance biodiversity through routine works.

These commitments align with the Procurement Act 2023, which requires contracting authorities like Bury Council to consider environmental sustainability as part of maximising public benefit. While the Act does not explicitly reference biodiversity, it enables authorities to incorporate wider environmental protections — including habitat safeguarding and ecological enhancement — within procurement specifications and evaluation criteria where relevant.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Non compliance with statutory obligations of the Procurement Act 2023	Carry out a procurement exercise in line with the Procurement Act 2023.
Lack of value for money in the repairs and maintenance spend on repairs subcontractors leading to uncontrolled spending	A full tender process to develop a repairs and maintenance framework of contractors to establish the best price and quality

Legal Implications:

1. The Council has statutory obligations to maintain and repair its housing stock, including duties under section 11 of the Landlord and Tenant Act 1985 and the Housing Act 2004 to ensure homes are kept in a safe and habitable condition.
2. Procuring and developing a Council- owned framework for housing repairs and maintenance supports the effective discharge of these duties by providing a structured, compliant mechanism for securing timely and quality services. The framework will also assist the Council in meeting its Best Value duty under the Local Government Act 1999 by enabling controlled competition, consistency of standards, improved contract management and efficiencies in service delivery, thereby supporting economy, efficiency and effectiveness while reducing legal, financial and operational risk.

Financial Implications:

3. The estimated costs outlined in the report have been provided for in the recently approved HRA budget and business plan.

Appendices:

None.

Background papers:

None.

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

Term	Meaning
Procurement Act 2023	The Procurement Act 2023 is a UK law that

	came into effect in February 2025, replacing the previous EU-derived procurement regulations. Its purpose is to simplify, modernise, and improve transparency in public procurement while promoting fair competition and social value.
Framework	A contract between a contracting authority and one or more suppliers that provides for the future award of contracts by a contracting authority to the supplier or suppliers
SME	Small and Medium-sized Enterprises

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