

AGENDA FOR OVERVIEW AND SCRUTINY COMMITTEE



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To: All Members of Overview and Scrutiny Committee

Councillors : D Vernon (Chair), J Southworth, M Rahimov, A Arif, T Pilkington, D Green, T Rafiq, E Moss, C Birchmore, G Marsden and J Rydeheard

Dear Member/Colleague

Overview and Scrutiny Committee

You are invited to attend a meeting of the Overview and Scrutiny Committee which will be held as follows:-

Date:	Tuesday, 9 September 2025
Place:	Council Chamber, Bury Town Hall
Time:	7.00 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

2 DECLARATIONS OF INTEREST

Members of the Overview and Scrutiny Committee are asked to consider whether they have an interest in any matters on the agenda and, if so, to formally declare that interest.

3 PUBLIC QUESTION TIME

A period of 30 minutes has been set aside for members of the public to ask questions on matters considered at the last meeting and set out in the minutes or on the agenda for tonight's meeting.

4 MEMBER QUESTION TIME

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

5 MINUTES *(Pages 3 - 6)*

Minutes from the meeting held on 3rd July 2025 are attached.

6 2025/26 CORPORATE PLAN - QUARTER ONE UPDATE *(Pages 7 - 40)*

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

7 REGENERATION UPDATE *(Pages 41 - 56)*

Report to Follow

8 URGENT BUSINESS

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

Minutes of: **OVERVIEW AND SCRUTINY COMMITTEE**

Date of Meeting: 3 July 2025

Present: Councillor D Vernon (in the Chair)
Councillors M Rahimov, A Arif, T Pilkington, D Green, T Rafiq,
E Moss, C Birchmore and G Marsden, J Rydeheard

Also in attendance: Councillor S Thorpe, Cabinet member for Finance and Transformation
Neil Kissock Director of Finance
Jacqui Dennis Monitoring Officer, director
Councillor R Bernstein, Councillor M Smith

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

Apologies for Absence: Councillor J Southworth

OSC.55 APOLOGIES

Apologies noted above

OSC.56 DECLARATIONS OF INTEREST

There were no declarations of interest.

OSC.57 PUBLIC QUESTION TIME

There were no public questions.

OSC.58 MEMBER QUESTION TIME

Councillor Bernstein submitted a question in advance of the meeting, along with Councillor M Smith attended and asked a question

Councillor Bernstein raised concerns about the deteriorating financial position, particularly the variance between Quarter 3 and Quarter 4. In response, it was acknowledged that there is indeed concern regarding the outturn position.

However, members were assured that work is actively underway to address the issues. Actions are being implemented through the Finance Board and the Member Assurance Group, with support from external partners. Cabinet will also be receiving regular updates. While the concern is valid, measures are in place to mitigate the risks and improve the financial outlook.

Councillor Smith asked about the accuracy of quarterly forecasting and what steps are being taken to improve it.

It was acknowledged that there have been issues with financial reporting in previous quarters. Members were reassured that improvements are being made to enhance both the confidence in and accuracy of forecasting, and further detail on these improvements will be provided. Neil

added that the introduction of a zero-based budget revision is placing the council in a stronger position to balance both in-year and future budgets more effectively.

A follow-up question was raised regarding which services are currently at risk and how confident members can be in the accuracy of savings projections.

In response, it was noted that while some services are under pressure, the revised budgeting approach and enhanced forecasting processes are expected to provide greater accuracy and confidence in identifying and securing savings. The council is now in a better position to manage risks and protect key services.

OSC.59 MINUTES

That the minutes of the meeting held on 4th June 2025 be approved as a correct record and signed by the Chair. The minutes were approved, however an action taken from the previous meeting a response is below.

This related to a question asked by Councillor Birchmore around the sale of Humphrey House. It appears that there no social rent apartments delivered on the site. It is proposed that Humphrey House will be sold at market value to a developer for the delivery of a Build to Rent (BtR) scheme comprising 74 residential apartments, including 15 affordable private rent apartments (20%), which will be allocated to applications registered on the Council's Affordable Housing Scheme.

OSC.60 FINANCE OUTTURN POSITION 24/25 UPDATE

The meeting began with Councillor Thorpe, Cabinet Member for Finance and Transformation, presenting an overview of the Outturn Report. He highlighted a 2% overspend on the revenue budget, with a significant £3.6 million overspend in Adult Social Care (ASC). He acknowledged that while some of this was mitigated by savings in other departments (£6.3 million), concerns remained about the sustainability of the budget, especially with reserves running low and a forecast funding gap for 2025/26.

Councillor Moss raised concerns about the recurring nature of the Adult Social Care (ASC) overspend, questioning whether the issue was likely to continue. Councillor Thorpe responded that the recurrent element had already been reduced and that savings models were being developed. He attributed part of the problem to implementation challenges with the Controc system, a lack of best practice, human error, and the impact of local-level budget reductions.

Will Blandamer added that although ASC had broadly balanced its budget over recent years, the size and complexity of the overall budget made it difficult to track changes accurately. He explained that the issue stemmed from how joint care packages were recorded and reconciled between systems, and noted that training had been delivered to address this.

Adrian Crook highlighted that new data control checks had been introduced and that significant efficiencies had been identified over the past few years. He assured the committee that a robust savings programme was in place, supported by external consultants.

Councillor Marsden asked whether the issue was recurrent. Neil Kissock confirmed that the £4 million gap was current and recurrent, but the specific error was not expected to recur due to system improvements. Councillor Thorpe emphasized that the reporting had been inaccurate, but a thorough diagnostic had been conducted, and new oversight mechanisms were now in place.

Councillor Rydeheard asked how confident the team was in delivering the required savings. Neil Kissock responded that savings delivery was now a standing agenda item and that significant savings were expected from SEND transport reforms. Councillor Birchmore questioned whether the ASC overspend would affect other council services. Councillor Thorpe reassured members that the overspend had already decreased and that regular reviews were in place to maintain oversight.

Councillor Pilkington inquired about school transport innovation. Councillor Thorpe acknowledged the pressure but noted that the council was exploring more efficient delivery models. Neil Kissock added that route optimization was being reviewed in collaboration with Transport for Greater Manchester (TfGM).

Councillor Moss asked about the insurance fund reserve. A written response clarified that the reserve is used for self-insurance and managing liabilities, with actuarial advice from Gallagher's and oversight from external auditors. Further questions from Councillor Moss and others explored whether all directorates were under pressure to deliver savings. Councillor Thorpe confirmed that savings were being sought across the council, with a focus on consistency and best practice.

Councillor Rydeheard raised concerns about planning fee increases and their impact on residents and businesses. Neil Kissock explained that the increase was intended to boost capacity and was in line with government policy. On capital spending, Councillor Moss asked about the shortfall in predicted spend. The response clarified that the capital programme is multi-year and subject to delays. Major slippages were noted in the Radcliffe Hub, Bury Flexi Hall, Prestwich Travel Hub, and school infrastructure projects. These delays were attributed to legal, planning, and procurement issues. A re-profiling of the capital programme is planned, with a more realistic annual spend target of £60 million.

Councillor Birchmore asked whether any major projects would be dropped. Officers confirmed that while delays were expected, the projects were still progressing. Councillor Green questioned the high agency costs and recruitment challenges. Councillor Thorpe acknowledged the issue, citing national workforce shortages and the appeal of agency work. He emphasized the council's efforts to grow its own workforce and improve stability, particularly in children's services.

Councillor Rydeheard asked about the decline in reserves and whether there was a long-term strategy to reduce reliance on them. Councillor Thorpe stated that a three-year settlement was expected, and that the council was already 93% of the way through its savings programme. Neil Kissock added that the budget stabilisation reserve was being used strategically, and that further savings were being pursued through ZBB and fairer funding consultations. Councillor Pilkington asked whether reserves could be creatively invested in assets like art. Neil Kissock responded that while such investments could appreciate over time, they were not a reliable or timely solution for financial stability.

Finally, Councillors Marsden and Rydeheard raised questions about the financial implications of project slippage in Radcliffe, particularly the Cyclops junction. Officers committed to providing a detailed breakdown of costs and funding sources. Concerns were also raised about PSV funding and the risk of not meeting Department for Education targets. Neil Kissock acknowledged the risk but noted that the council was not currently at risk of losing this funding.

Councillor Thorpe concluded by emphasizing that the council's focus must remain on outcomes for children and maintaining service quality, despite financial pressures.

It Was agreed:

- The report and update be noted

OSC.61 URGENT BUSINESS

There was no urgent business.

COUNCILLOR D VERNON

Chair

(Note: The meeting started at 7.00 pm and ended at 9.15 pm)



Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 10 September 2025
Subject:	2025/26 Corporate Plan – Quarter One Update	
Report of	Deputy Leader and Cabinet Member, Finance and Transformation	

Summary

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

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

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

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

As reported in the Quarter One Financial Position Report, there continues to be a significant financial gap as described in the Council's MTFs, in part due to the increased pressure on the Council and its partners linked to the demand for services in terms of volume and complexity. These challenges continue to be worked on by Team Bury as part of the refreshed LET's Do It! strategy, with particular focus on tackling the root causes of deprivation and ensuring sustainable economic growth which ensuring all residents can share in the success of a developments across the borough.

To support monitoring of the Plan, alongside measuring delivery of the agreed milestones (Appendix One), an initial set of Key Performance Indicators (KPIs) was set out. The three priorities and an additional the enabling priority are repeated for the 2025/26 planning year. Key objectives have been described against each of these priorities, together with a clear set of quarterly delivery milestones.

This report describes the progress made in the first quarter of the financial year (April – June 2025) against the Corporate Plan priorities and objectives.

Recommendation(s)

Cabinet is asked to

1. Note the update on progress against the Corporate Plan 2025/26.

Reasons for recommendation(s)

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

Alternative options considered and rejected.

Not applicable.

Report Author and Contact Details:

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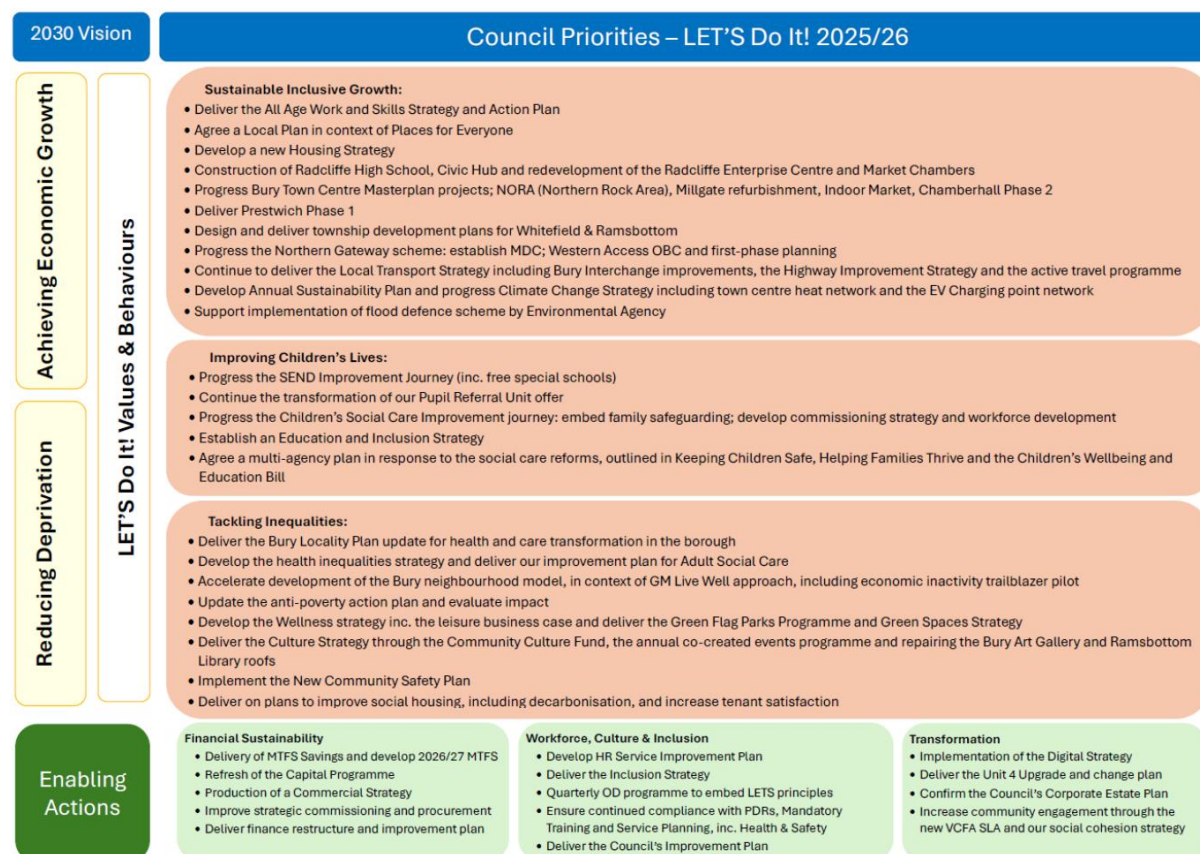
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1. Background

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



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

- 1.1 The table in Appendix One provides a snapshot overview of progress against the Quarter One milestones. This review of progress has been further supplemented by information gathered for the latest Leader's statement to Council.
- 1.2 Out of the objectives planned for Quarter One, seven are complete and highlighted blue, 17 are on are track and highlighted green and seven are not on track but the risks have been addressed.
- 1.3 **Sustainable Inclusive Growth**

Performance Context

- Business counts in the borough remains steady but there has been a slight decrease in the past year, which correlated with an increase in claimant count at the end 23/24.
- Claimant count has since reduced from this peak which has also aligned with a slight increase in job density which is an indicator of the number of jobs available per person within the borough.
- Progress is continuing on housing completions boroughwide, with 244 completed in 2023/24 compared to 210 in the year prior. 94% of housing completions are on brownfield sites.

- The proportion of homes able to access high speed internet connections has improved, reducing digital exclusion.
- The percentage of 16-17 years in Education, Employment or Training had remained above 95% for over six months, allowing a focus on support more vulnerable young people as referenced within the All Age Skills Strategy.

Key Achievements:

Work to deliver the Council's regeneration plans across the borough has continued at pace in the first quarter of 2025/26. There have been significant activities across all key sites including:

- The regeneration plans to enhance and futureproof our famous market in the Town centre, through £33 million of funding, continues to make headway, with the two new oversailing canopies that will protect the existing market stalls, now reaching full structural steel completion. In addition, the buildings that occupied the area that will hold the new Bury Flexi Hall have also now been cleared and the foundation formation works for the new building are now taking place.
- The Northern Gateway development continues with a preferred delivery vehicle, MDC, identified and following that a public consultation alongside governance and operational arrangements being put in place. The planning application has been submitted alongside with a transport assessment which is currently subject to review by key stakeholders.
- Major works are ongoing in Bury and Radcliffe and town plans in development for Prestwich and Whitefield to deliver on the regeneration ambitions for our towns which is key part of our Corporate Plan for 2025/26. In Prestwich the construction of the £14m travelhub is now well underway with ground clearing and piling works complete and first and second concrete pours now completed.
- Vegetation clearance at Pyramid Park has commenced in early July in readiness for the main remediation works starting later this month.
- Work has begun on a scheme to reinstate the Milltown Street Bridge in Radcliffe, which was destroyed in 2015 during the Boxing Day floods. This £3.2 million project will restore a long missing link in Radcliffe's local infrastructure and significantly improve walking and cycling access to and from Radcliffe town centre and neighbouring communities.
- The plans to redevelop Bury Interchange are developing with planning applications submitted for a new permanent southern access and a bridge, which will connect Union Square and Pyramid Park with an upgraded platform.

Achieving sustainable economic growth is linked to the Council's commitment to delivering high quality housing, including affordable homes in the right locations to allow residents to access good jobs and employment. Work in Quart One has included:

- The eight week period of public consultation for Bury's new Local Plan ended in May. Feedback from this will be considered and fed into the next version of the document which will be subject to further consultation before being submitted to Government for independent examination.
- Work has progress on the preparation of the masterplans for each of the strategic housing and employment sites identified in the Places for Everyone Plan.
- The William Kemp Heaton site has now been sold to Great Places Housing Group who have started on site and will deliver 43 new social rented homes including bungalows and supported accommodation for people with additional needs. This will greatly reduce out of borough housing costs and enable our vulnerable adults to reside in the borough, close to family and friends.

- A further 39 social rented homes for people over the age of 55 are being delivered at the Fletcher Fold site via Bolton at Home who have now started on site.
- A new pipeline of sites is in development including Humphrey House in Bury TC (c. 74 units), The Elms in Whitefield (c.24 units) and our exciting plans for the Former Fire Station site which I will update on next time.

As part of the Council's commitment to link jobs and growth with tackling inequalities, the All Age Work and Skills Strategy and Action Plan was presented and agreed at Cabinet in April. This is a wide range ranging strategy with specific deliverables included within an associated Action Plan. For example, within this strategy is a commitment to creating the right conditions for schools and colleges to contribute to raising aspirations and increasing the attainment of the borough young people. As a symbol of this, the permanent build for the new Radcliffe High School is progressing well with additional modulars in situ for the start of September 2025 intake.

Equally important within the Economic Development Strategy is a focus on sustainable growth which involves ensuring that the transport infrastructure for the borough embraces new technologies and improvements in cleaner and greener modes of travel. Within this objective, examples of work delivered in Quarter One include:

- The Town Centre Heat Network Final feasibility report has been completed on time and is currently being reviewed by publishers.
- There are some slight delays due to construction for delivery of the Local Transport Strategy in Fishpool and Pimhole but the risk has been addressed and mitigated.
- The programme of increasing EV charge points in the borough continues to be successful and on target.

1.4 Improving Children's Lives

Performance Context

- Our latest performance shows a continued reduction in frontline social workers who are agency staff from 49% to 36% across 2024/25.
- The rates of Children Looked After over the past 12 months has remained relatively stable however there has been a recent increase in Child Protection Plans issued over the past 12 months. This increase is also mirrored in the rate of Children in Need plans.
- Compliance with the timescales for issuing Education Health & Care Plans (EHCPs) has been more variable in Quarter One than in Quarters Two and Three of 2024/25 and has continued to be a focus within the SEND Improvement Programme.
- The number of EHCPs issued has continued to reduce month on month down to 351 in June 2025 compared to 427 in June 2024, however the overall number of children in Bury schools with an EHCP has continued to increase. This performance is tracked through the Project Safety Delivery Board and monitored against national and regional trends.

Key Achievements:

In June 2025, the Council received notification of the first full ILACS inspection since 2021. Within the final report, the Inspectors commended the progress made within the Children and Young People's department and acknowledged the ongoing commitment to protecting and supporting children and families, noting that most receive the right help at the right time. The conclusion was that far more children in Bury are now receiving services that are making a positive difference to their lives and helping to ensure they are safe and well cared.

The inspectors also praised the remarkable progress made by the leadership team. They noted that Bury's respected, highly visible and effective senior leadership team has made significant improvements, with a comprehensive plan to drive change, which in turn is supported by the whole council and partner agencies and backed by significant investment.

While some areas still require development, Ofsted recognised that leaders have clear strategies and a robust quality assurance framework to drive continual improvement, and ensure all children receive consistently high-quality support and improved outcomes. As part of this commitment, in Quarter One the Council signed a new promise to Care Experienced Young people which covers a wide range of topics and strengthens the progress made over the last four years whilst recognising the challenges faces by these young people and their need for targeted support from their Corporate Parent.

Work on the wider Social Care reforms has started with partnership discussions at Bury Safeguarding Children's Partnership in May with a further detailed discussion to take place in July before submission of partnership plan to the Department for Education. These discussions have been delayed slightly due to the Ofsted inspection that took place in June.

The Council has also received support from Sector Led Improvement Programme (SLIP) in terms of further embedding our Family Safeguarding model resulting in three teams returning to full fidelity in April and a further three in June.

Outside of social care, improvements have also been made across Early Years, Special Educational Needs and the border education system. Examples include:

- A draft of the Education and Inclusion Strategy was approved in June and will be finalised ready for Cabinet in Quarter Two.
- 89% of students progressing to Bury Secondary Schools this year achieved their first choice, whilst 94.7% of Primary School Children began their education at their top-choice school. This means that Bury is the highest performing local authority in Greater Manchester but that Bury surpasses the national averages.
- Our School Crossing Safety Campaign was launched this summer.
- There have been delays on the potential PRU build on the proposed Wellington Road site due to site issues, alternative sites are being looked at that will be able to deliver within timeframe.
- There are some further delays around the Chesham Family Hub site, however a contractor has now been appointed and due to start the building works in September.
- There a been a continued reduction in the number of new EHCP's issued in the past 12 months from 456 in 2023/24 to 351 in 2024/25. This is a reflection of the targeted work underway in the Project Safety Valve programme.
- A positive report was received for our SEND Stocktake with the Department of Education.

1.5 Tackling Inequalities

Performance Context

Children & Young People

- There has been an increase in performance of Health Visiting targets where children aged 2-2.5 years receive a review. The last two quarters of 2024/25 this was above 90%.

- The latest Good Level of Development score for Bury children who are ready for school has declined slightly in the past year from 65.7% in 2023/24 to 65% in 2024/25. Nationally, the Government has set new targets in this area for local authorities and will work with them through the Giving Every Child the Best Start in Life strategy. Bury has been set a target of at least 74% of children school ready by 2027/28.
- Auto enrolment for free school meals has seen an 18.1% uptake in the number of children, meaning another 232 children are receiving free school meals.
- Based on the latest available data, the percentage of physically active children and young people in Bury has increased slightly but remains below 50%.

Adults

- Confidence in the community safety partnership has remained fairly stable through to the end of Quarter Four 2024/25 at just over 60%.
- There has been a decline from 75% at the end of Quarter 4 2023/24 to 72% at Quarter 4 2024/25 in the percentage of residents who felt that their community was a place where people from multiple backgrounds could get along. This is the focus on the new Community Cohesion programme within the latest Community Safety Plan.
- Economic Inactivity remained higher towards the end of 2024/25 than in the previous two years.
- Waiting lists for Adult Social Assessments continue to decline overall over the past 12 months. In addition, there is an improvement in quality of services too, with Bury now being 10th in the whole country for percentage of beds in Good and Outstanding CQC rated Care Homes.
- The average waiting time on the housing register continues to increase, however the Council has active delivery pipeline of homes for 180 social rented properties planned.
- The number of statutory homeless cases per month continues to be reported as over 1000, as has been the case for the last six months. Increasing the supply of temporary accommodation is one of the key element of the new Housing Strategy for the borough to be developed later in 2025/26.
- Premature mortality from cardio vascular disease has increased year on year from 96.9 to 98.1 (directly standardised rate per 100,00 population).

Key Achievements:

Quarter One has seen a focus on Tackling Inequalities by improving wellbeing through improving quality of life and the accessibility of healthy food and activities. For example:

- The Right to Grow Scheme has been launched which will empower communities to grow fresh food in public places, which can result in reduced food inequalities, improved mental health, engaged citizens connecting to their greenspaces and improved access to fresh food.
- The Bury Fast Food Index has been launched which allows for the tracking of fast food outlets across the borough and enables teams to better evaluate where food inequalities are occurring.
- The final touches are being made to the new 'pocket park' at Stand Land, which has enhanced and improved the existing Riverside Gardens space adjacent to the River Irwell. Here, new accessible routes, low-maintenance planting, new benches and play equipment have been installed to make the area a more open and visible place to enjoy.
- A full culture events programme has now been agreed and approved with events to be delivered across partners.

- Delivery has commenced across the five priorities of the Community Safety Partnership as part of the new Community Safety Plan, including a Keeping Town Centres Safe Partnership plan and crime prevention events.
- The 2025/26 VCFA service level agreement is now in place. In addition, there has been promotion of key cultural inclusion events taking place across the quarter.

Working as a partnership across the Locality, an advance draft of Bury's local prevention framework has been developed alongside a business case for sustainable funding to implement the Greater Manchester Live Well proposals. Within this, phase 2 of the redesign of the Council's new Collection and Support service is complete with the new structure due to commence on 1 August. This repositions the Revenues and Benefits function into a welfare support team, offering localised support and early intervention as part of our Tackling Poverty Strategy.

Within Adult Social Care, the Council's improvement programme has continued at pace. By using a portion of Bury's Markets Sustainability Improvement Fund, the Council have worked alongside providers to develop a suite of innovate workforce solutions to support their workforce challenges which has resulted in a decrease in vacancy rate, decrease in staff leaver rate and an increase in number of staff working in Adult Social Care in Bury.

1.6 Enabling Actions

A large proportion of the Enabling Actions in this year's corporate plan, alongside demonstrating business as usual and organisational health activity is being driven by the Council's new Improvement Plan which has been developed in response to external auditors judgement earlier in the year.

- Delivery of the MTFS continues to be on track with budgets agreed with budget holders in quarter one in order to prepare for the zero based budget programme being implemented in the next quarter.
- There has been a slight delay in the implementation of the Finance Restructure however a recruitment partner has now been procured and due to start recruitment in July. As part of this a Procurement business case has been drafted and will be brought forward in Quarter Two.
- The delivery of the Unit 4 financial transformation programme is on track with the Finance Transformation Programme Board meeting monthly providing subsequent assurance reporting to the Transformation and Finance Boards.
- A draft Commercial Strategy has been produced as planned and schedule of work designed to bring to completion in Quarter Three.

In terms of the Council's workforce:

- 88.9% of annual staff PDR's have been completed in the past 12 months. This is likely to increase in the next quarter due to the completion of the Corporate Plan and Service planning processes.
- 84% of staff have completed GDPR training and 85.7% completed health and safety training. There is continued engagement with staff to maintain these high levels of compliance.
- The number of days lost to sickness absence continues on a downwards trajectory.
- Our Corporate Estate Plan continues to move in the right direction, with the whole assets register now being held alongside a new structure within the Land and Property Team and Facilities Management which will be implemented in Quarter Two.

- Approval was gained for a restructure within the Corporate Core to stabilise the leadership within HR and deliver savings through increased spans of management control and a reduction in tiers of leadership.

3. Conclusion

This is a positive first quarter of delivery for the 2025/26 Corporate Plan. Nearly all objectives are on track or complete and those amber objectives have the risks address and mitigations in place. yet to detail all mitigating actions. This positive picture shows an improving process in terms of setting robust activity milestones for delivering the priorities of the Corporate Plan whilst also be cognisant of applying mitigations well for unexpected demand and capacity requests.

Appendix Two: Corporate Plan Q1 2025-26 Delivery Summary

Council Priority	Objective	Quarter 1 Objective Update	Quarter 1 Objective RAG Rating
Sustainable Inclusive Growth	Delivery of the All Age Work and Skills Strategy and Action Plan	Presented and agreed at cabinet on Wednesday 16th April 2025. Published online and launched. Delivery plan to be finalised. Will be covered at a future Team Bury meeting	On track
Sustainable Inclusive Growth	Agree a Local Plan in context of Places for Everyone	8-week consultation on draft Local Plan ended on 12 May 2025 - analysis of consultation responses commenced.	On track
Sustainable Inclusive Growth	Delivery of a new Housing Strategy	<p>Pipeline of sites positioned for funding with GMCA and Homes England. Work on new programme of sites commenced.</p> <p>Pathfinder project recommenced 1st April 2025. A proactive press release was made as a call to action to landlords. In Q1 multi-agency work was undertaken with GMFRS, GMP and Immigration (Op Avro), as well as a day of action at Baguley Crescent with GMFRS following a fatal fire. 32 proactive and reactive cases were investigated. Q1 has focussed on air bnb/booking.com accommodation and smaller HMO's and has identified major non-compliance with fire safety requirements, with enforcement action being taken where appropriate.</p>	On track
Sustainable Inclusive Growth	Construction of Radcliffe High School, Civic Hub and redevelopment of Radcliffe Enterprise Centre and Market Chambers	Star Academy - Additional modulars in situ for next September intake. Permanent build progressing well	On track
Sustainable Inclusive Growth	Progress Bury Town Centre Masterplan projects; NORA (Northern Rock Area), Millgate refurbishment, Indoor Market, Chamberhall Phase 2	Canopy roof for Bury Market is ahead of schedule with canopy two to be completed in September and canopy one to be completed in December. Procurement of Ramsbottom Market is with the procurement team for expressions of interest.	On track

Council Priority	Objective	Quarter 1 Objective Update	Quarter 1 Objective RAG Rating
Sustainable Inclusive Growth	Deliver Prestwich Phase 1	Travel Hub commenced on site 10th March 2025 and by end June was in week 16 of its delivery programme - is on track to complete by July 26. Work in progress to agree funding strategy for Phase 1B/2 in line with GMCA's patient equity model timescales. Agreement will be achieved Q2.	On track
Sustainable Inclusive Growth	Develop & deliver township development plans for Whitefield & Ramsbottom	Project Plans completed. Engagement sessions with Business and community to take place early Q2.	On track
Sustainable Inclusive Growth	Progress the Northern Gateway scheme: establish MDC; Western Access OBC and first-phase planning	MDC Consultation taken place and report has gone back to Cabinet endorsing the MDC.	On track
Sustainable Inclusive Growth	Continue to deliver the Local Transport Strategy including Bury Interchange improvements, the Highway Improvement Strategy and the Active Travel Programme	Interchange Phase 1 Southern Access: RIBA stage 3 design (spatial coordination) - TfGM has received draft plans, which are under review. Completion is anticipated by end of August 25. ATF2 - Fishpool & Pimhole Active Neighbourhood - construction due to complete August 25. MCF Tranche 5 - Fishpool & MCF Tranche 6 Pimhole - construction delayed - due to commence October 25.	Not on track - risk addressed
Sustainable Inclusive Growth	Develop Annual Sustainability Plan and progress Climate Change Strategy including town centre heat network and the EV Charging point network	Town Centre Heat Network Final feasibility report reviewed and reviewed with publishers.	On track
Sustainable Inclusive Growth	Support implementation of flood defence scheme by Environmental Agency	The first phase of ENW works are on-going and it is hoped that phase 2 can follow on asap. Programmed works to the bridge are scheduled to commence once ENW works are complete. Due to the long lead in for manufacture of the	On track

Council Priority	Objective	Quarter 1 Objective Update	Quarter 1 Objective RAG Rating
		gates, the ENW works are not currently impacting the programme	
Improving Children's Lives	Progress the SEND Improvement Journey (inc. free special schools)	<p>Stocktake scheduled for 1st July. Positive report received.</p> <p>Millwood - Tender bid submitted – awaiting external QS validation Report to Cabinet scheduled for 9 July Whittaker Street - Delivery of modulars has commenced with 18 of the 26 modulars now on site. The utility connections are being fast tracked where possible however UU have just requested additional sampling survey pre-connection for the water supply. The completion of the build is anticipated as mid-august; however, this may be slightly delayed due to a new fence installer being procured due to safety concerns of the previous company. Additional equipment required for modulars agreed. Contractors due to be awarded for Millwood.</p>	On track
Improving Children's Lives	Continue the transformation of our Pupil Referral Unit offer	A risk assessment has been provided, and an additional request has been made for potential remediation costs and high-level consulting fees to understand the wider implications to proceed with the site. The work on Wellington Road is likely to be more costly to deliver due to the contamination and new regulations. Alternative sites are being looked for to achieve a new school building in a quicker and more cost-efficient time frame.	Not on track - risk addressed
			On track

Council Priority	Objective	Quarter 1 Objective Update	Quarter 1 Objective RAG Rating
Improving Children's Lives	Progress the Children's Social Care Improvement journey: embed family safeguarding; develop commissioning strategy and workforce development	Family Safeguarding support from SLIP has been helpful in embedding the model of practice within Bury. 3 teams returned to full fidelity in April and the remaining 3 teams in June. Workforce Strategy has been refreshed and signed off in May. ILACS in June 2025 noted positive progress (findings embargoed until publication on 29th July).	
Improving Children's Lives	Establish an Education and Inclusion Strategy	Strategy developed and taken to PAG in June 2025.	On track
Improving Children's Lives	Agree a multi-agency plan in response to the social care reforms, outlined in Keeping Children Safe, Helping Families Thrive and the Children's Wellbeing and Education Bill	<p>A contractor for Chesham Fold has been appointed, and work is due to commence in September. A draft timetable has been developed and a consultation session with approximately 30 people has taken place. There is an agreed strategic view on where family hubs need to be established in Radcliffe East Bury and Whitefield.</p> <p>Re. Reforms, discussion took place at BSCP in May with DfE Partnership Team Lead in attendance, who is also Bury's Families First Coach and GM Link. Plan to be submitted to DfE which will require sign-off from Police, Health & Education. More detailed discussion with partnership agreed for July BSCP meeting - delayed due to ILACS inspection.</p> <p>In relation to one requirement of the reforms (family group decision making for families in PLO pre-proceedings) we are fully compliant.</p>	Not on track - risk addressed
Tackling Inequalities		Advance draft of prevention framework has been developed; it is currently being shared with	On track

Council Priority	Objective	Quarter 1 Objective Update	Quarter 1 Objective RAG Rating
	Deliver the Bury Locality Plan update for health and care transformation in the Borough	partners before official sign off. A business case for sustainable funding for the Live Well service has been submitted to finance for decision. The quantitative aspects of substance misuse needs assessment have been completed, and the qualitative sections should be completed over the next 4 weeks - once finalised will be uploaded to the JSNA website.	
Tackling Inequalities	Develop health inequalities strategy and deliver Adult Social Care Plans	Signed off and submitted as part of CQC Information Return	On track
Tackling Inequalities	Accelerate development of the Bury neighbourhood model, in context of GM Live Well approach, including economic inactivity trailblazer pilot	Development of local Live Well proposal through series of workshops including Bury VCFA as co-leads for implementation. Neighbourhood proposal identified and location being scoped. Focus of Team Bury session on 19th June 2025. Exploring link with VALOUR concept in relation to support to Armed Veterans personnel and Veterans. Extending Neighbourhub in the Millgate, providing more space for partners to support individuals into employment plus wrap around support. Live well site subject to final approval in context of estate strategy. Design of Economic Inactivity Test and Learn underway and procurement will take place in the following quarter. Live Well Approach to Employment Support Handbook developed following workshops and shared across GM leads for employment support.	On track
Tackling Inequalities	Relaunch of the council's approach to Anti Poverty and development of a 4 year Let's	Paper being taken to PAG on 30th July seeking approval for new Anti Poverty proposal and 25/26 HSF plan.	On track

Council Priority	Objective	Quarter 1 Objective Update	Quarter 1 Objective RAG Rating
	Tackle Poverty strategy for April 2026	<p>Resident Access Plan has now commenced with pilots launched in Prestwich and Bury providing face to face support and advice to residents across a range of key areas.</p> <p>Phase 2 of the redesign of collection and support (revenues and benefits) is now completed with the new structure due to come into force on 1st August 2025.</p> <p>Approval gained for managerial support and new Business Manager for tackling Poverty has been appointed with Business Partner due to be appointed to over coming weeks.</p>	
Tackling Inequalities	Develop the Wellness strategy: leisure business case and deliver the Green Flag Parks Programme and Green Spaces Strategy	Ongoing discussions regarding the use of the increased PH allocation received from DHSC in April 2025 to partly support Wellness Service and Wellness Strategy Outcomes on a recurrent basis. In regard to the leisure feasibility work an interim paper is going to July PAG to outline the work being done with a final report to be presented in September.	On track
Tackling Inequalities	Delivering the Culture Strategy through the Community Culture Fund, the annual co-created events programme and repairing the Bury Art Gallery and Ramsbottom Library roofs	Full events programme now agreed and approved by the Cultural Organiser Group. 18 events planned to be delivered between June and March 26 through Multiple Partners. Ramsbottom Roof due for completion end of August on schedule. BAM roof progressing. Amends to Library Covenant near completion and progressing to procurement for main contractor. The BAM (MEND) Project is due for completion by 26.	On track
Tackling Inequalities	Implement the New Community Safety Plan	Delivery commenced across the five priorities of Community Safety Partnership (CSP). Awareness shared with Bury Safeguarding Partnership for mutual activity. Keeping Town Centres Safe	On track

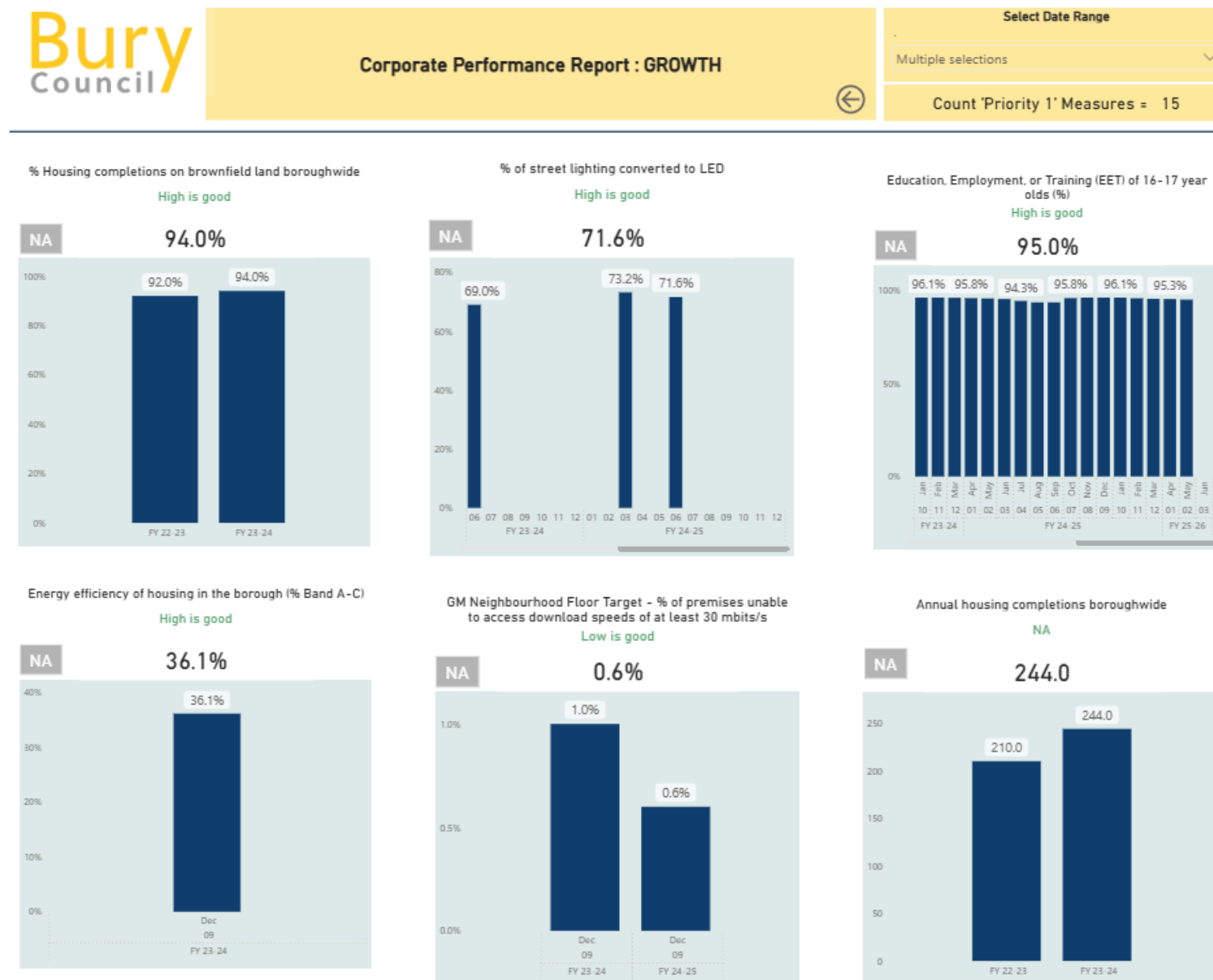
Council Priority	Objective	Quarter 1 Objective Update	Quarter 1 Objective RAG Rating
		partnership plan developed, shared through Bury BID (Bury Improvement District) crime prevention event on 17th June and Deputy Mayor CSP event on 18th June.	
Tackling Inequalities	Deliver on plans to improve social housing, including decarbonisation and increase tenant satisfaction	QL amended to reflect process and current practice. Training booked for 18th July. With further session to be held in Aug and Sept.	Not on track - risk addressed
Enabling Actions - Financial Sustainability	Delivery of MTFS Savings and develop 2026/27 MTFS	Budget holder meetings with their finance contacts held in May and early June to discuss and agree the make-up of their budget with budget holder sign-off achieved methodology and timetable signed off at Finance Board in June. Savings delivery dashboard reviewed at Finance Board in June.	On track
Enabling Actions - Financial Sustainability	Refresh of the Capital Programme	Outturn report agreed at Cabinet which included the impact on the 2025/26 budget of the 2024/25 revenue budget overspend and capital programme slippage	On track
Enabling Actions - Financial Sustainability	Production of a Commercial Strategy	Draft skeleton commercial strategy discussed at Commercial Board and schedule of work identified to populate the full strategy for member approval in quarter 3	On track
Enabling Actions - Financial Sustainability	Improve strategic commissioning and procurement	Membership of Board identified, and monthly meetings diarised	On track
Enabling Actions -	Deliver finance restructure and improvement plan	Phase 1 consultation complete and final structure confirmed. Recruitment partner procured and recruitment to begin in July	Not on track - risk addressed

Council Priority	Objective	Quarter 1 Objective Update	Quarter 1 Objective RAG Rating
Financial Sustainability			
Enabling Actions - Workforce, Culture & Inclusion	Develop HR Service Improvement plan	Outline business case prepared	On track
Enabling Actions - Workforce, Culture & Inclusion	Deliver the Inclusion Strategy	Launch event for women and girl's forum held on 6th March 2025. Meetings will be quarterly with first meeting arranged for 3rd July. Disability network re-launched on 19th May and due to meet quarterly	On track
Enabling Actions - Workforce, Culture & Inclusion	Quarterly OD programme to embed LETS principles	Community clean up events have experienced a great success with a good number of staff volunteering their time and sharing positive feedback from the experience.	On track
Enabling Actions - Workforce, Culture & Inclusion	Ensure continued compliance with PDRs, Mandatory Training and Service Planning inc. Health & Safety	Health & Safety: Risk assessment compliance at 18 June 25 = 78.9% risk assessment needs checkers, 73.7% first aid requirements assessments and 690 risk assessments Achieved a high level of compliance with employee reviews and mandatory training.	Not on track - risk addressed
Enabling Actions - Transformation	Implementation of the Digital Strategy	Presented at PDT for comment on ... Developing implementation plan within frame of resources available and finalisation to take place in Q3.	On track
Enabling Actions - Transformation	Delivery of the Unit 4 Upgrade and change plan	Finance Transformation Programme Board meets monthly with subsequent assurance reporting to the Transformation and Finance Boards. Transformation Board tracks delivery against the overall programme plan and critical path milestones which are currently on track.	On track

Council Priority	Objective	Quarter 1 Objective Update	Quarter 1 Objective RAG Rating
Enabling Actions - Transformation	Confirm the Council's Corporate Estate Plan	Team completed the single asset list April 25. New assets have also been created in Concerto, which now holds the asset register. All consolidation of FM has been completed through restructure. FM restructure approved May 2025 due to go live Sept/October Estates L&P and FM integrated and working from same office.	On track
Enabling Actions - Transformation	Increase community engagement and cohesion through the new VCFA SLA and our social cohesion strategy	25/26 SLA in place, updated to reflect LETS Refresh and emerging Memorandum of Understanding. Weekly meetings with VCFA leadership. Bury Fund soft launch through Council £100k investment and shaping Standing Together contribution for community safety funding. Cohesion roundtable event held at Mosses Centre with ADAB including promotion of key cultural inclusion dates in the Borough and increasing inclusivity of upcoming events including Pride spin-off event, Bury Mela, Glad2BeRad and community cricket competition. Microaggression and disinformation training undertaken. Promotion of volunteers week including showcase in Market gate; Mayoral Reception for Volunteer co-ordinators and shaping further LETS Value Volunteering activity to build on LETS Local Community Clear Ups.	On track

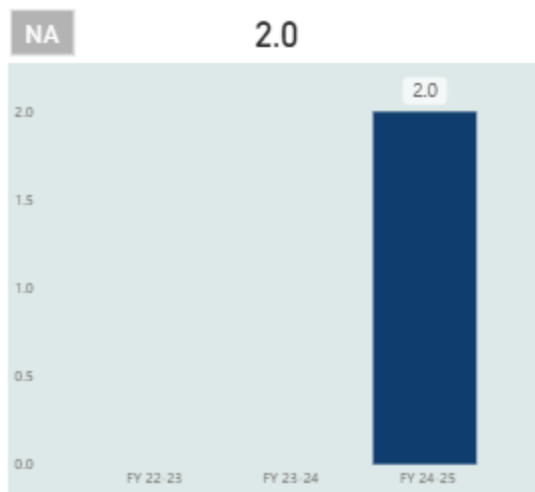
Appendix Three: Corporate Plan Performance Dashboards

Priority : Growth - Corporate Performance - Power BI



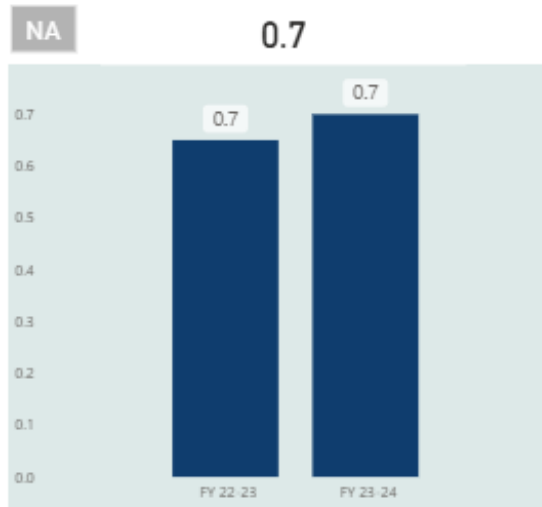
Borough rank within GM for digital connectivity

Low is good



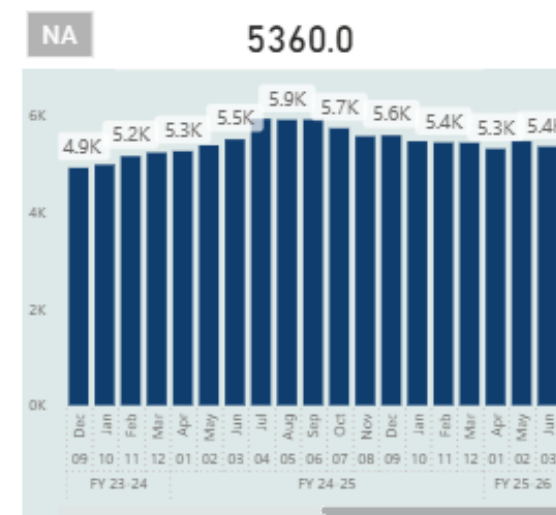
Job Density

NA



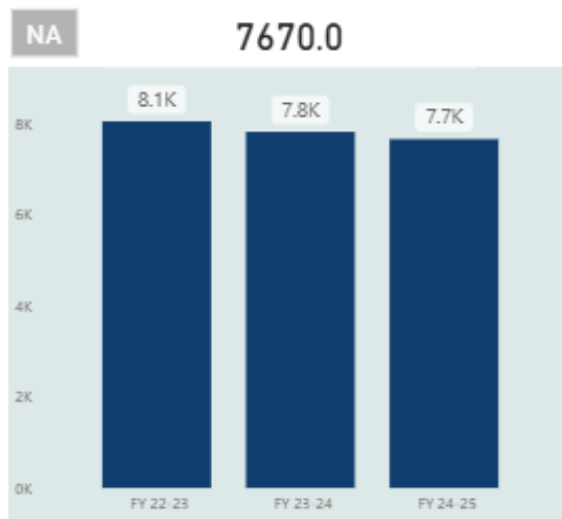
NOMIS Claimant Count

Low is good



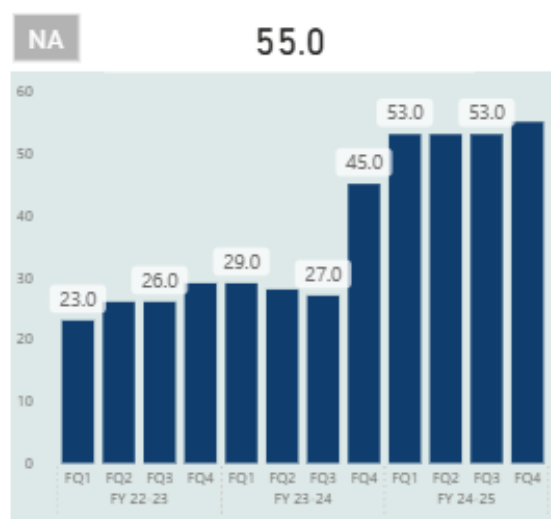
UK Business Count

High is good



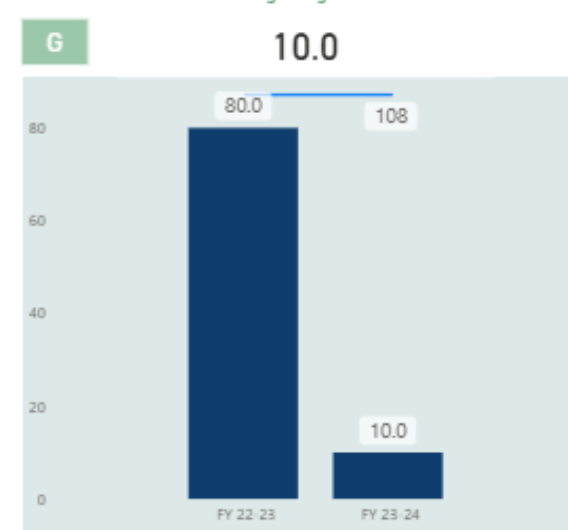
Number of EV Charge Points

High is good



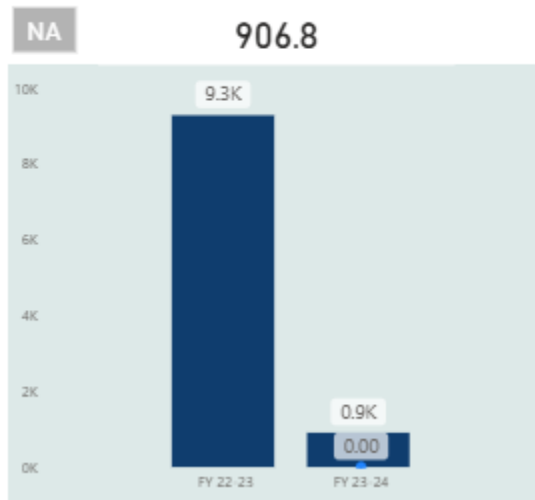
Number of housing units completed in the borough which are affordable

High is good



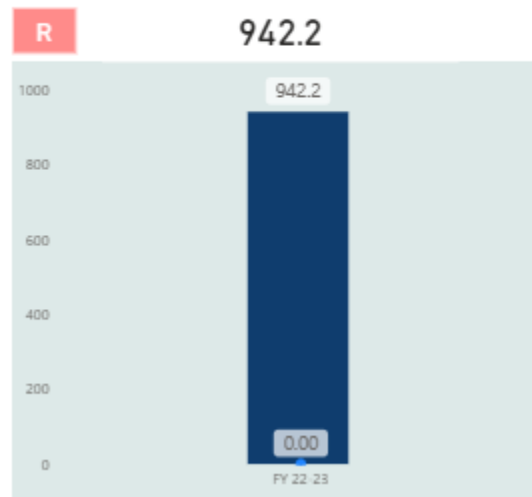
Total CO2 emissions produced within our borough

Low is good



Total CO2 emissions produced within our borough

Low is good





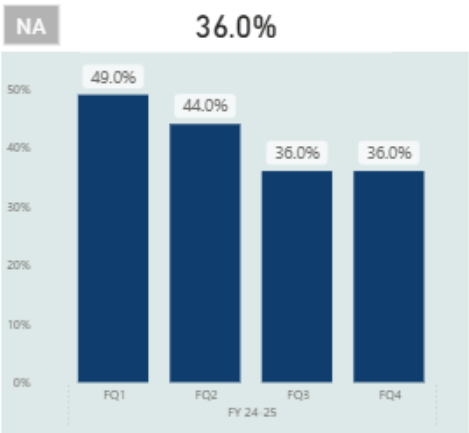
Select Date Range

Multiple selections

Count 'Priority 1' Measures = 11

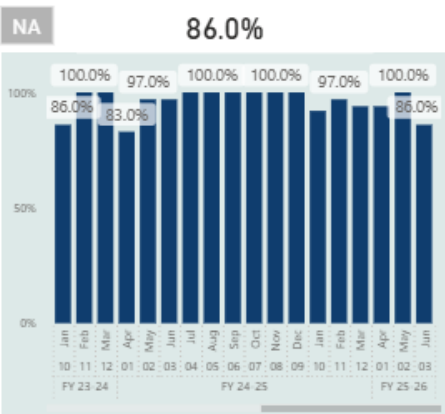
% current frontline social workers who are agency workers (Children's)

NA



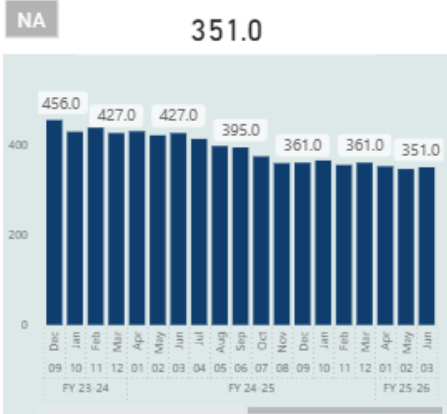
EHCP: Percent of Plans issued on time, compliance at 20 weeks

High is good



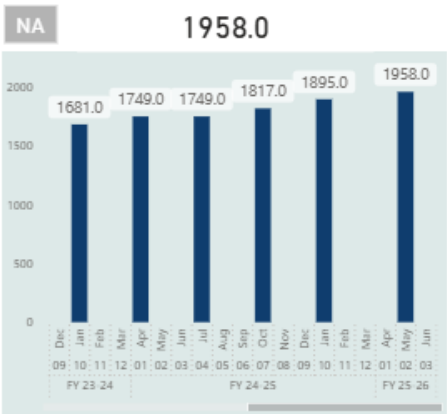
New EHCP's issued in the last 12 months

NA



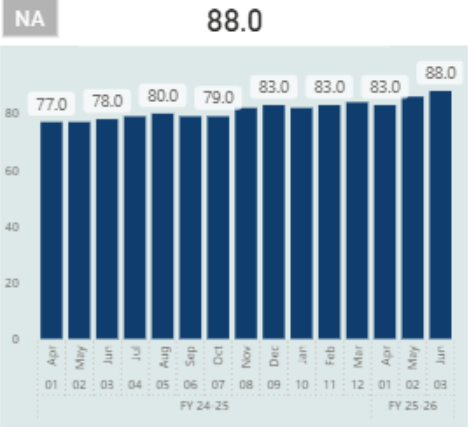
Number of Children in Bury Schools with an EHCP

Low is good



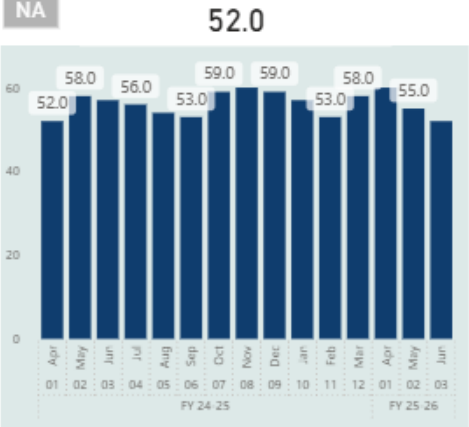
Rate of CLA per 10,000 children (snapshot)

NA



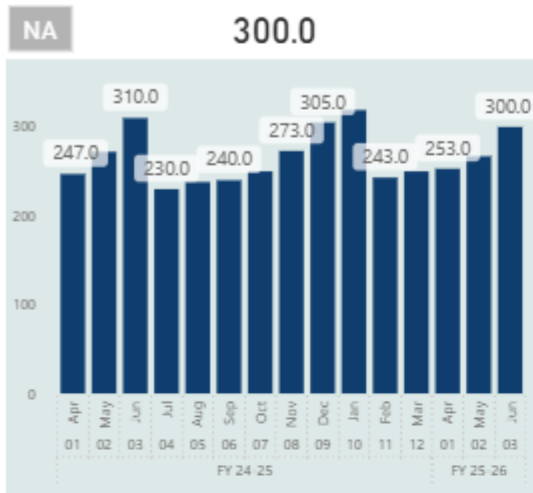
Rate of CPP per 10,000 children aged 0-17 (latest)

NA



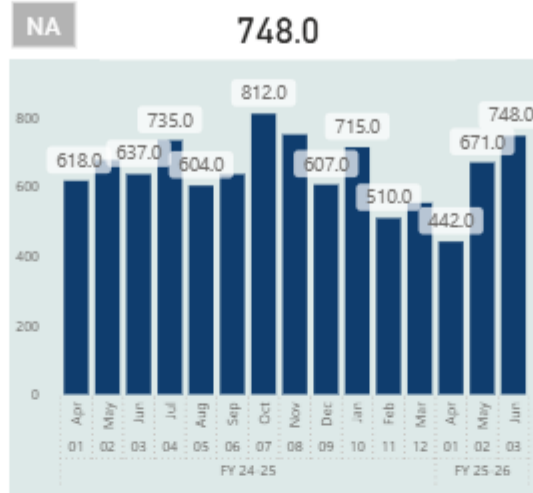
Rate of open CIN per 10,000 children aged 0-17 (latest)

NA



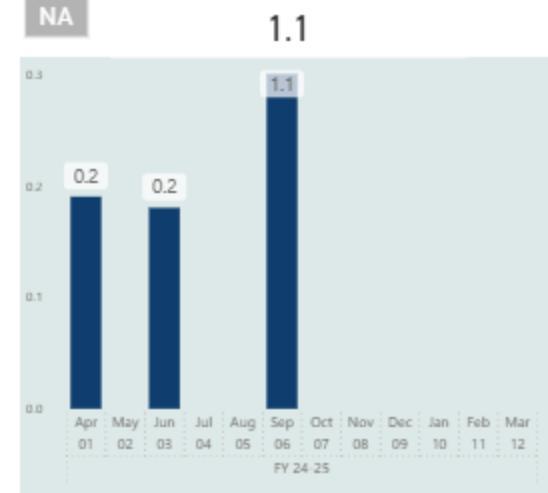
Rate of referrals per 10,000 children aged 0-17 over the last 6 months

NA



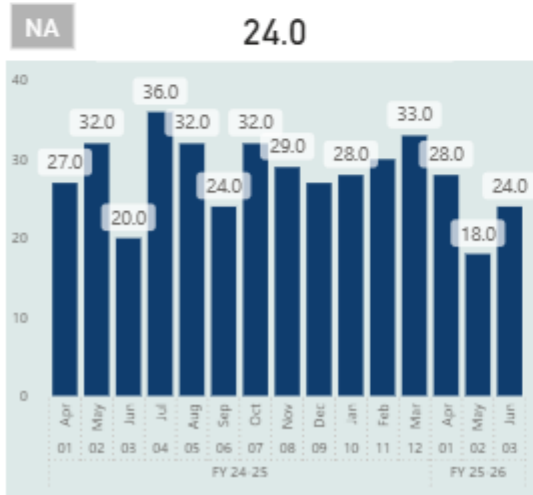
Rate of School Permanent Exclusions

Low is good



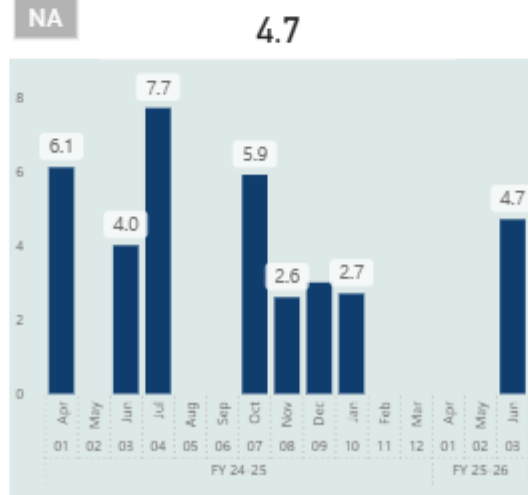
Re-referrals: children with a previous referral within 12 months of their latest referral (last 6 months)

Low is good



Refusal rate for new EHCP's

Low is good



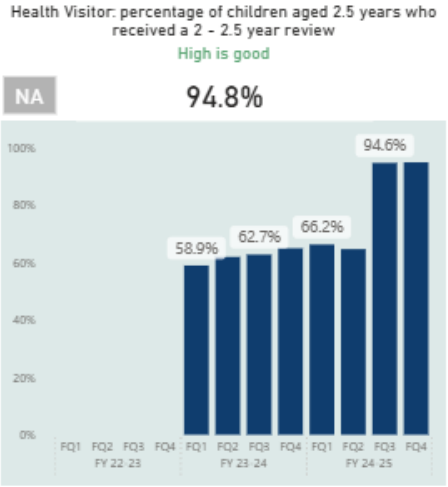
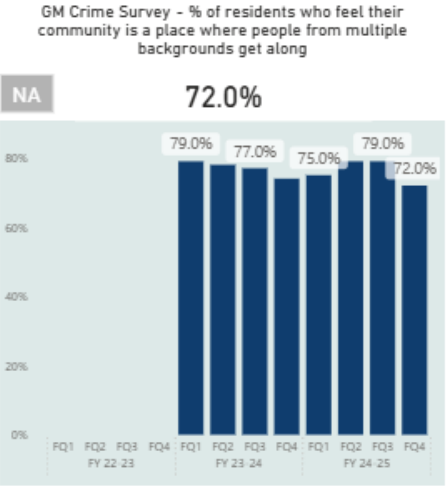
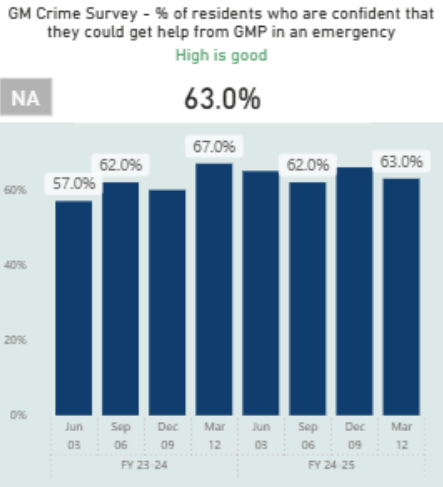
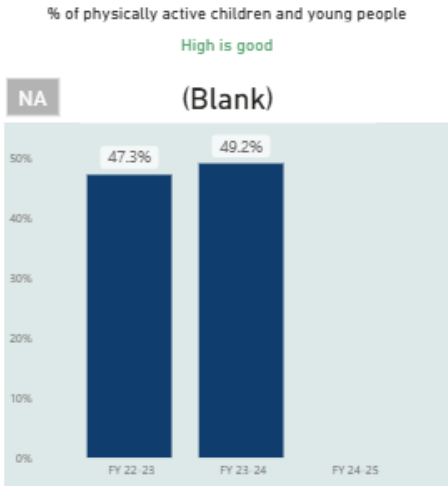
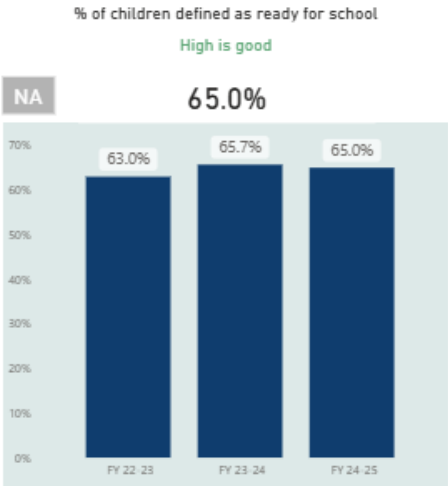
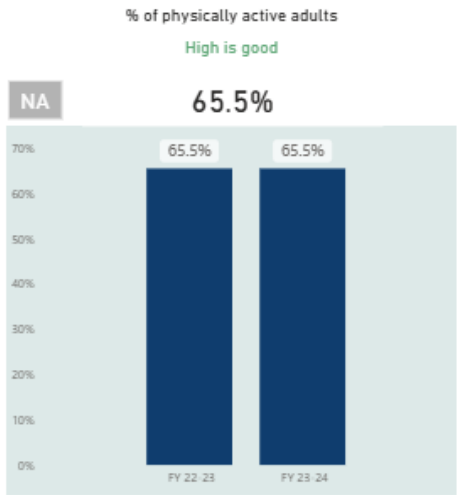
Bury Council

Corporate Performance Report : TACKLING INEQUALITIES

Select Date Range

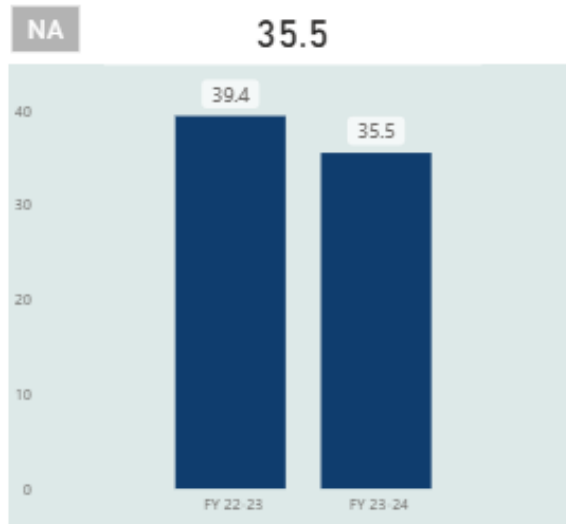
Multiple selections

Count 'Priority 1' Measures = 26



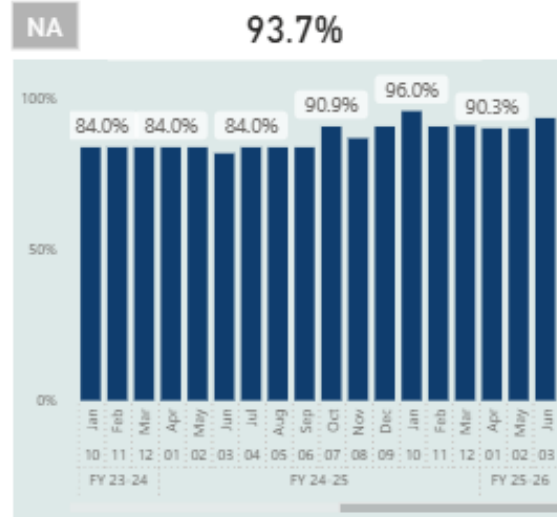
Year 6: Prevalence of overweight (including obesity)

Low is good



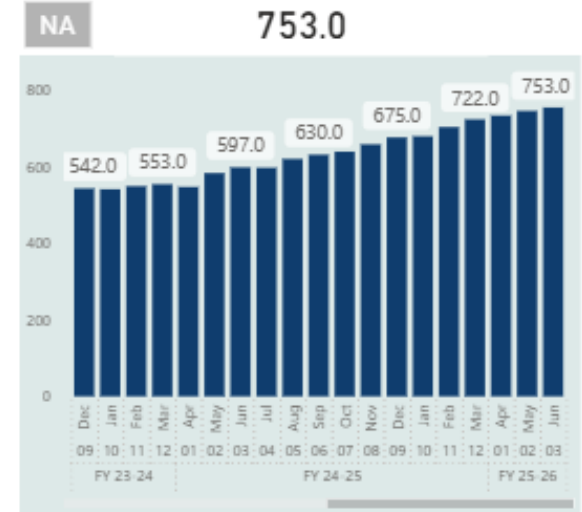
The percentage of adult social care providers rated good or outstanding by CQC

High is good



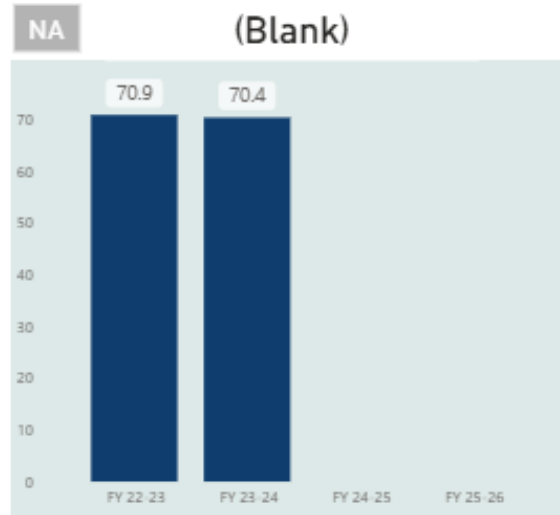
Average waiting time on housing register (all applications) (snapshot)

Low is good



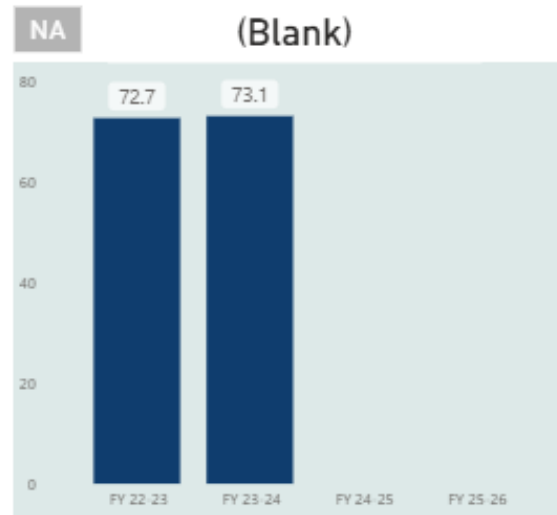
Cancer screening coverage: bowel cancer

High is good



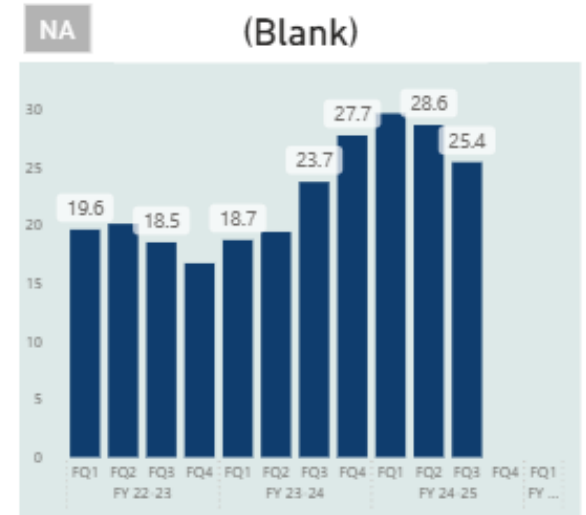
Cancer screening coverage: cervical cancer (aged 50-64)

High is good



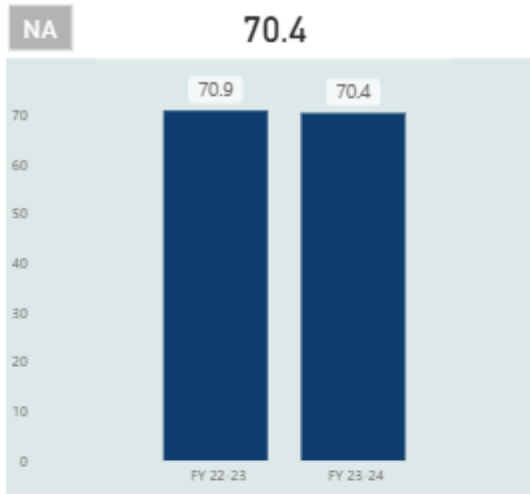
Economic Inactivity

Low is good



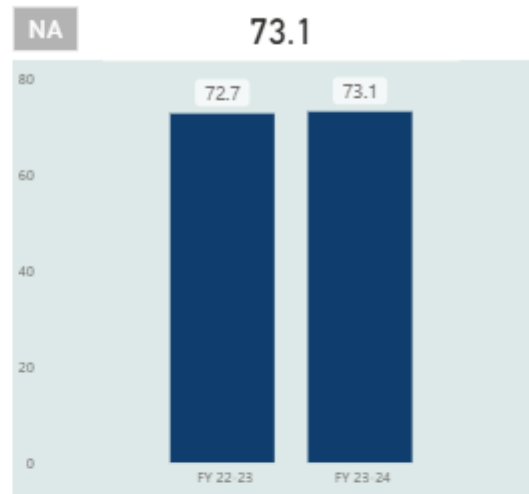
Cancer screening coverage: bowel cancer

High is good



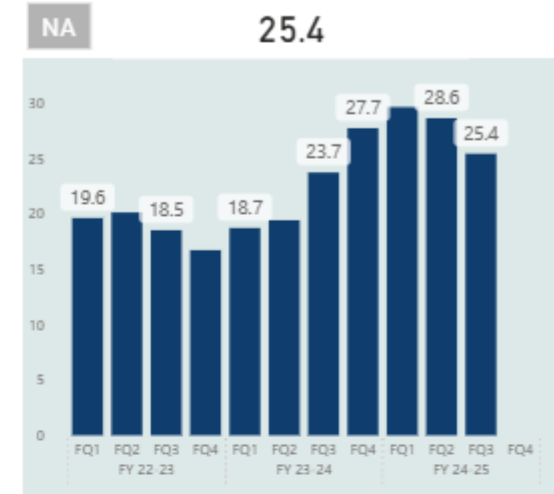
Cancer screening coverage: cervical cancer (aged 50-64)

High is good



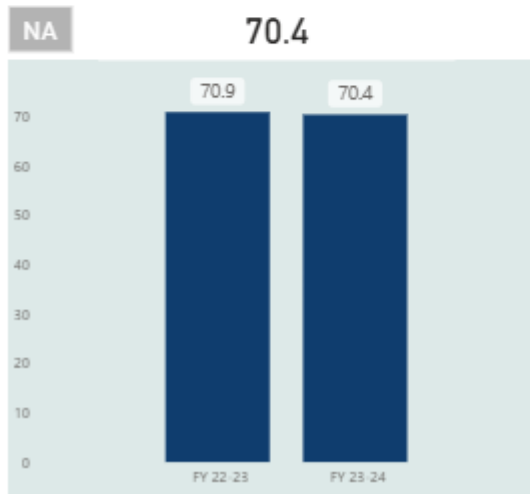
Economic Inactivity

Low is good



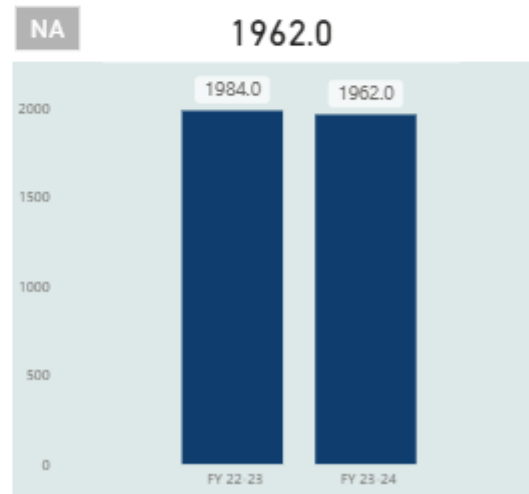
Cancer screening coverage: bowel cancer

High is good



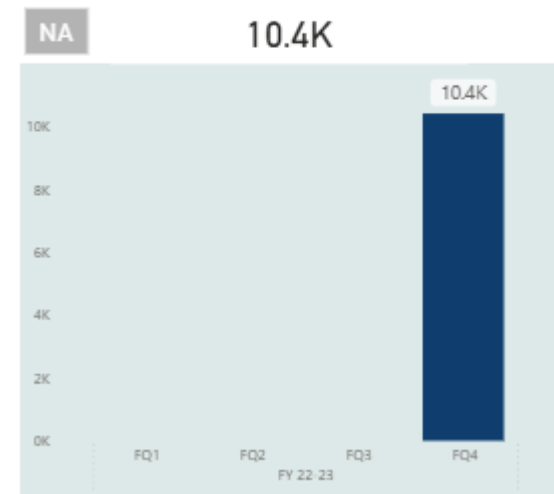
MMR for two doses (5 years old)

High is good



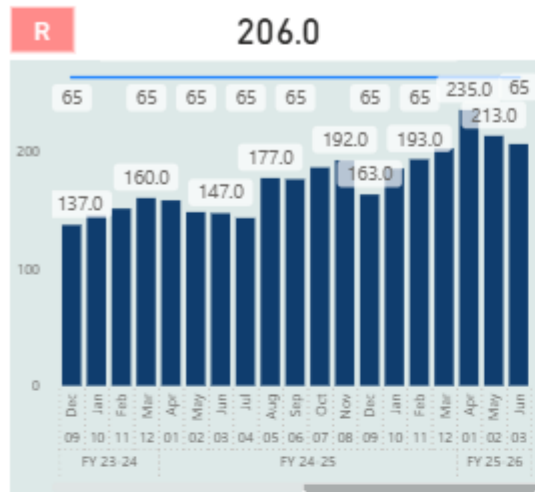
Number of children in relative low income families (under 16s)

Low is good



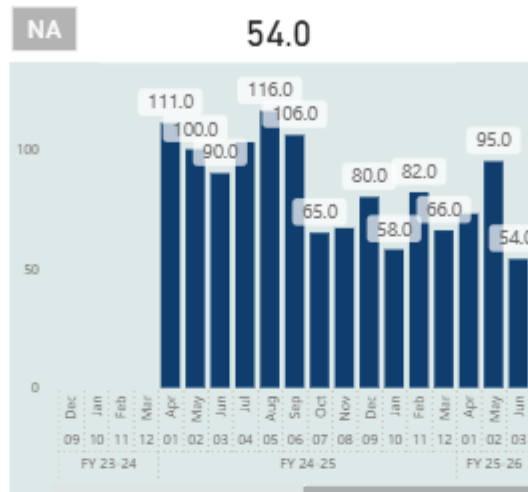
Number of households in temporary accommodation on last day of the month

Low is good



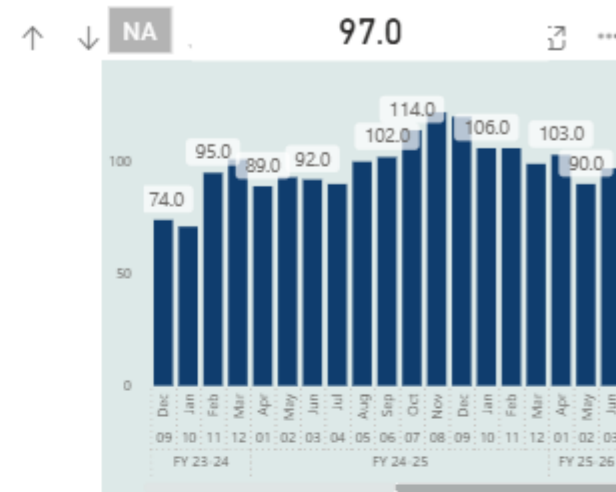
Number of people on waiting list for ASC needs assessment (snapshot last day of the month)

Low is good



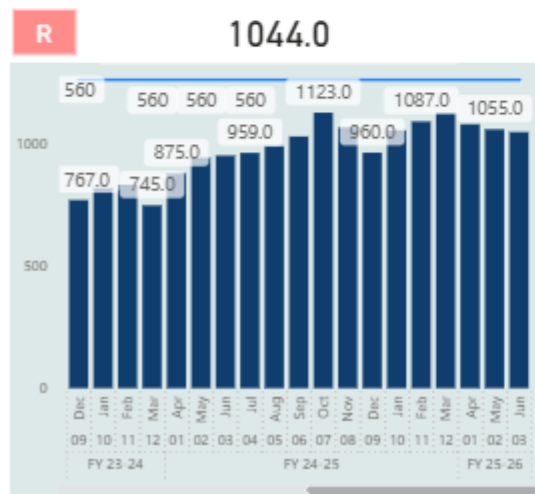
Number of rough sleepers currently being supported

High is good



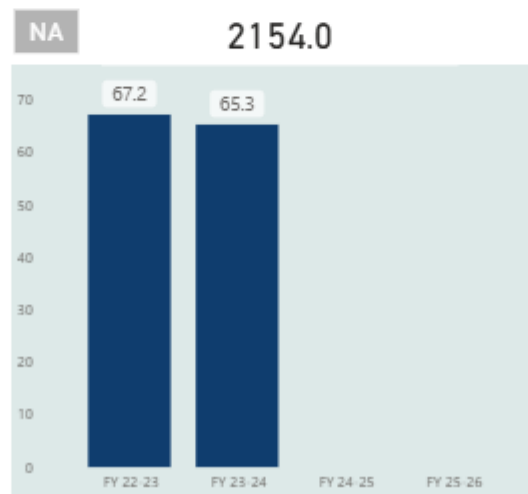
Number of statutory homeless cases open on the last day of the month

Low is good



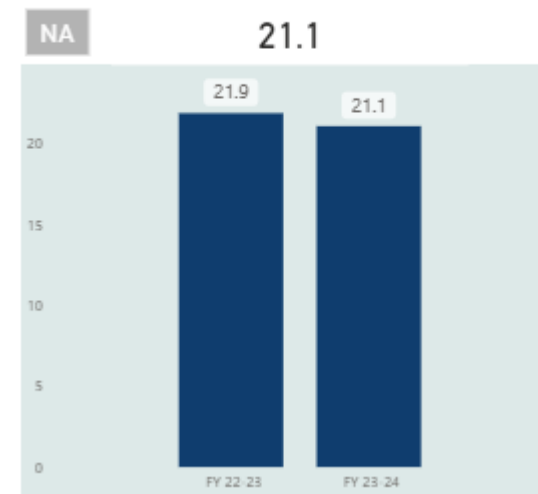
Overweight (including obesity) prevalence in adults (18+ yrs)

Low is good



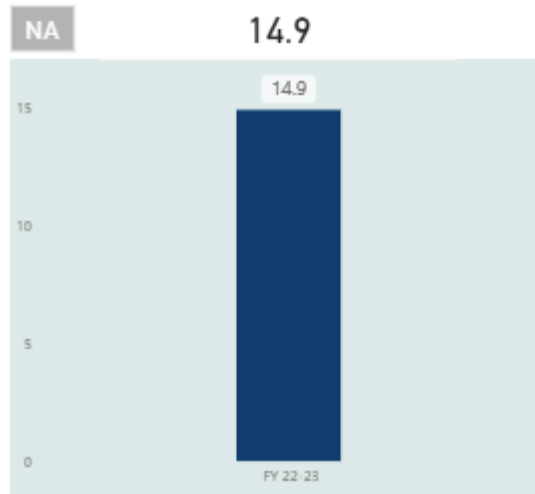
Reception: Prevalence of overweight (including obesity)

Low is good



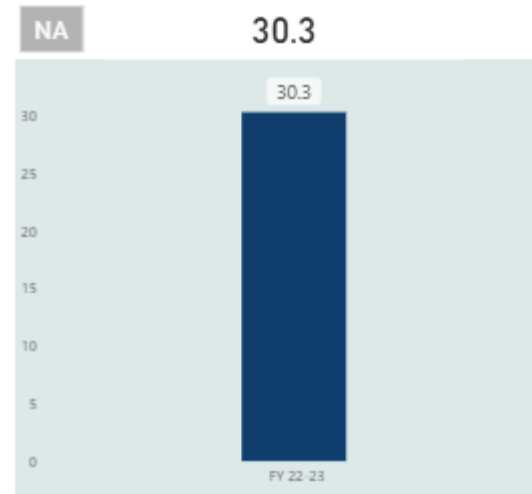
Smoking prevalence in adults (15+) - current smokers (QOF)

Low is good



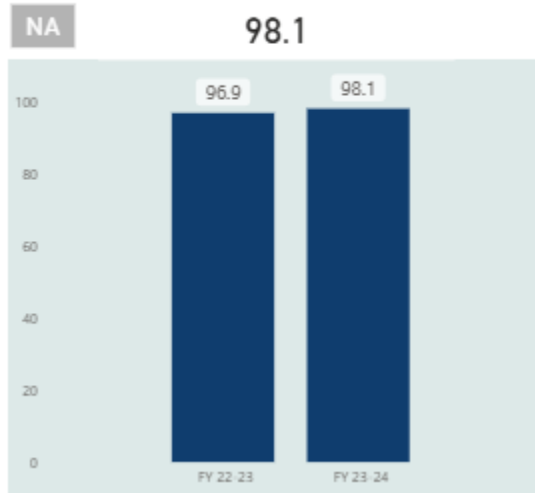
Under 75 mortality rate from liver disease

Low is good



Directly
standardised rate
per 100,000

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





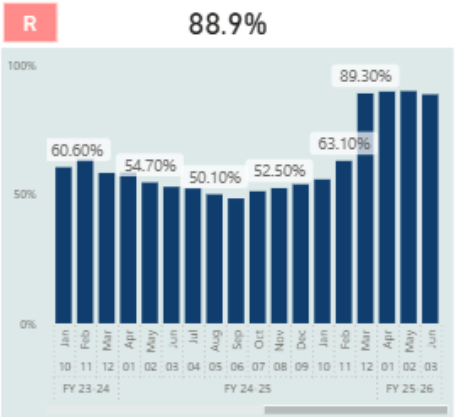
Select Date Range

Multiple selections

Count 'Priority 1' Measures = 13

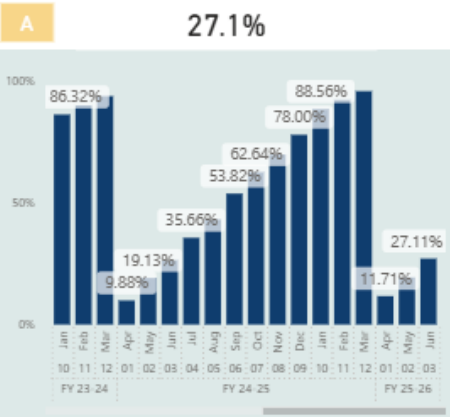
% annual PDRs completed in previous 12 months (Bury Council)

High is good



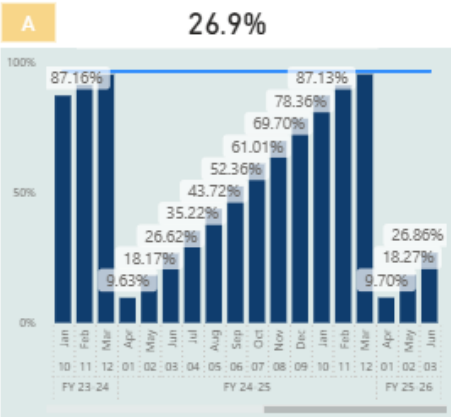
% Business rates collected

High is good



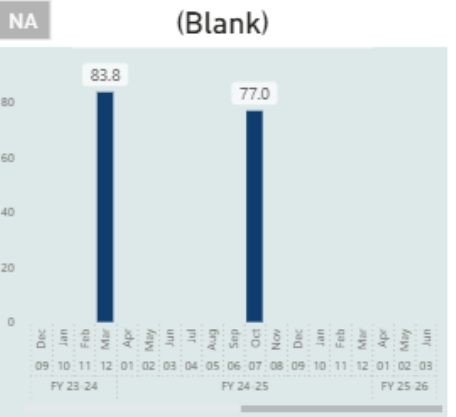
% Council Tax collected

High is good



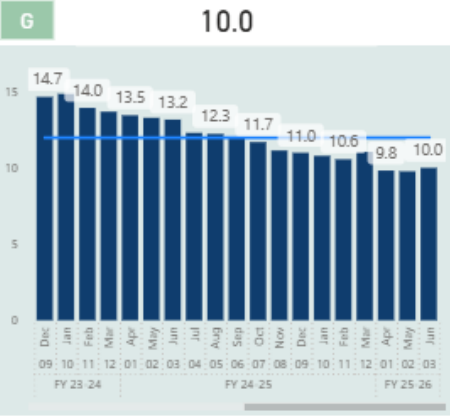
Pulse Survey - Positivity of base questions – Q1 to Q5

High is good



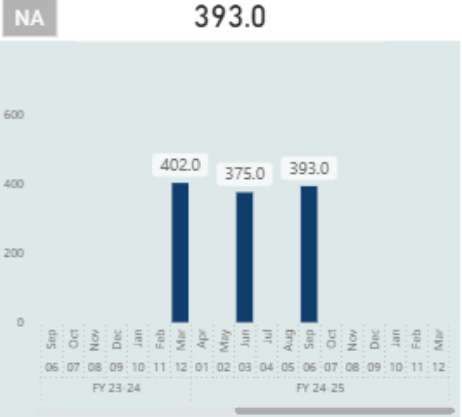
Sickness absence: average number of days lost per FTE per year (Bury Council)

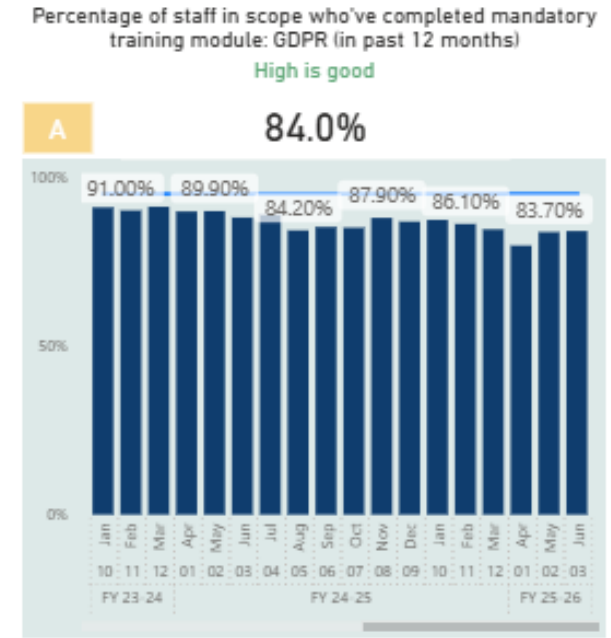
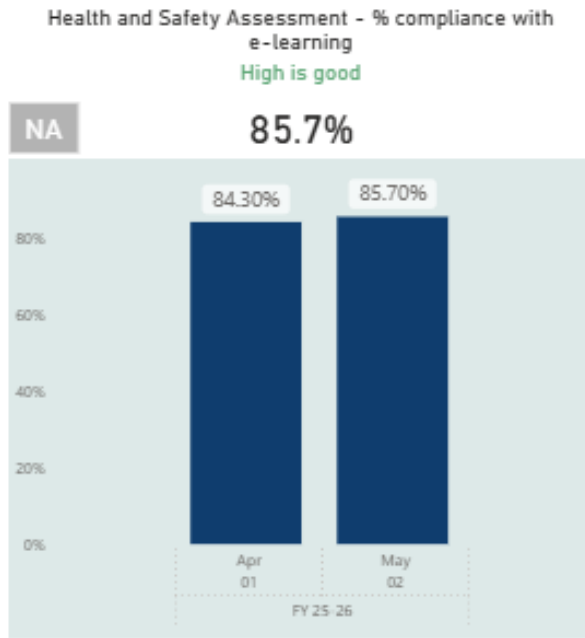
Low is good



Total number of VCFA volunteers (cumulative)

High is good





Links with the Corporate Priorities:

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

Equality Impact and Considerations:

An EIA was completed at the launch of the corporate plan for 2024/2025 ensuring inclusion was at the heart of our corporate plan. This report demonstrates the continuing commitment to inclusion in all that we do as a council.

Environmental Impact and Considerations:

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

Assessment and Mitigation of Risk:

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

Legal Implications:

There are no legal implications however the regular reporting of performance is part of the Council's approach to good governance.

Financial Implications:

This report is reporting on the delivery of performance against the Council priorities set out in the corporate plan. The Corporate Plan is reviewed and produced annually in line with the budget setting process and the budget is developed to deliver the Council's priorities. There are no direct financial implications of this report as the budget to deliver the priorities is approved through Full Council.

Background papers:

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

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

Term	Meaning
CLA	Children Looked After
CPP	Child Protection Plan
CVD	Cardiovascular Disease
EET	Education, Employment, or Training

IMC	Intermediate Care
KPI	Key Performance Indicator
LGA	Local Government Association
MTFS	Medium Term Financial Strategy
SEND	Special Educational Needs and Disabilities

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Borough Regeneration Portfolio

Robert Summerfield - Director of Regeneration & Project Delivery

Regeneration - Operations

Current Project Capital Value: [Regeneration]: £140m

Projects in delivery: 29

Regeneration Programmes:

- Housing Growth: 12 projects [£7m]
- Physical Regeneration 17 projects [£133m]

Governance:

- Property & Estates Board
- Regeneration Board / Housing Growth Sub-Board

Interfaces:

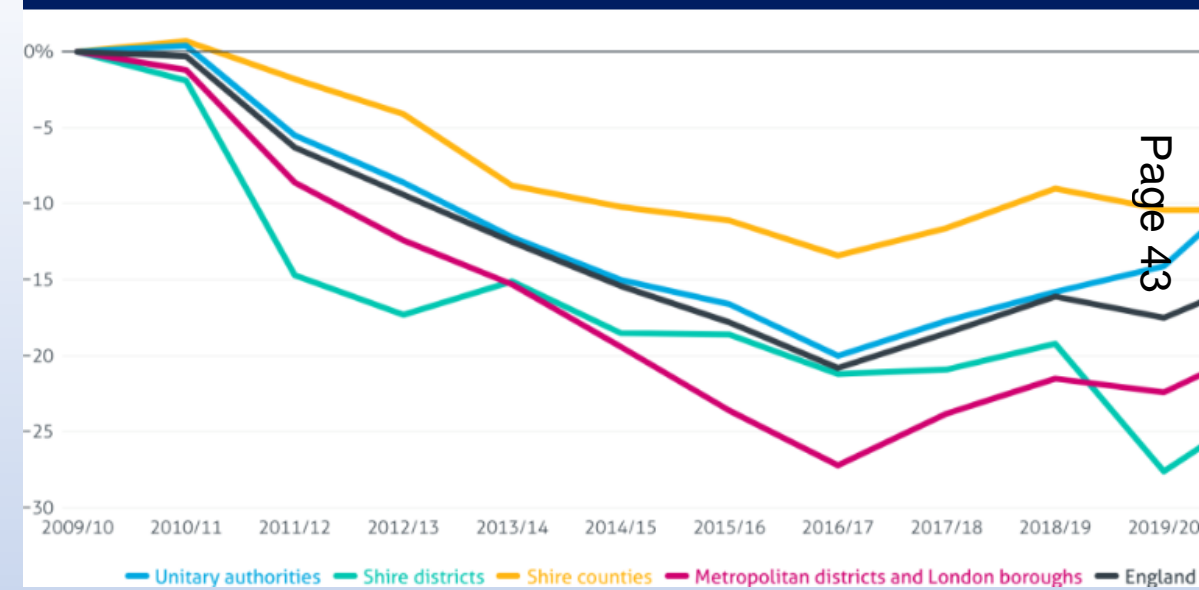
- CRSTS / TCR
- Ops transition to Place Directorate



Regeneration - Challenges

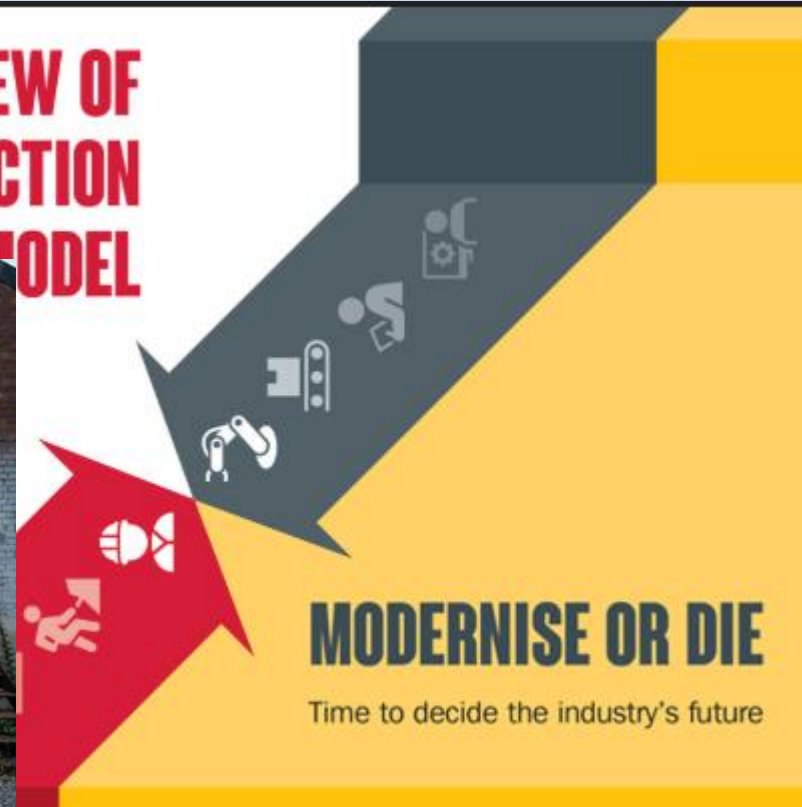
- External Funding Availability
- Development Finance
- Development Viability
- Construction Industry
- Resources / People
- Local Authority Finance

Change in local authority spending power since 2009/10, by type of authority

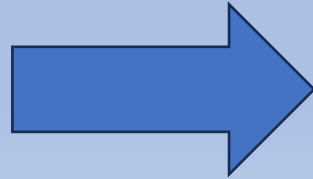
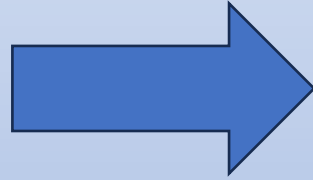
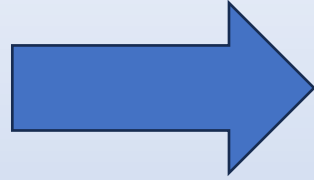


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THE FARMER REVIEW OF THE UK CONSTRUCTION LABOUR MODEL



Housing Growth [Projects]



GREEN STREET

- 132 Homes
- 97 Affordable Homes
- 13,000ft² Commercial Space
- HQ - Watson Homes

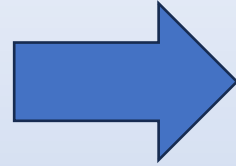
SCHOOL STREET

- 90 Homes
- 22 Affordable Homes

SEEDFIELD

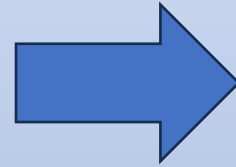
- 81 Homes
- 20 Affordable Homes

Housing Growth...cont.



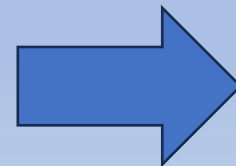
PYRAMID PARK

- 148 Homes
- 24 Affordable Homes



HUMPHREY HOUSE

- 74 Apartments
- TBC Affordable Homes

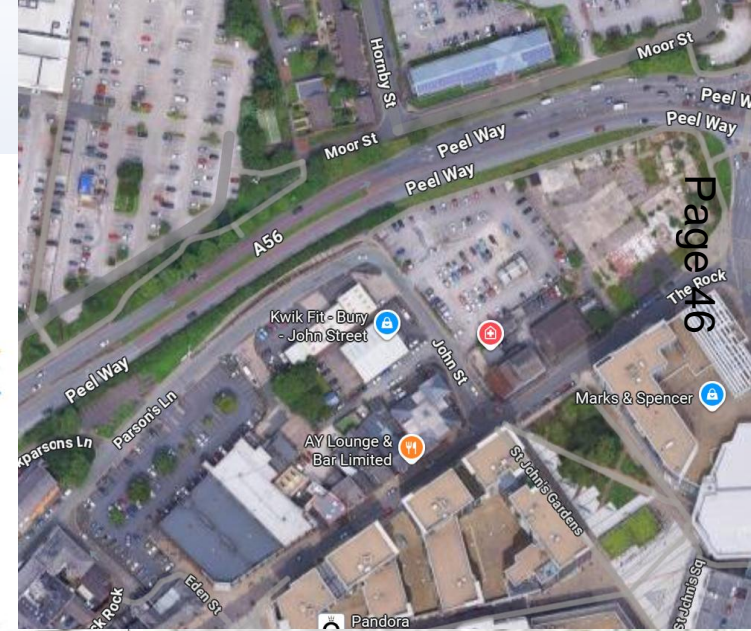


WHEATFIELDS

- 30 Homes
- 14 Affordable Homes

Housing Growth...in-development.

- North Of Rock Area (NORA)
- Elton Reservoir
- The Elms
- Bury Children's Homes (CYPS)
- S106 Property Acquisitions
- Supported Living



Radcliffe Hub & Market Chambers



Radcliffe Hub & Market Chambers...cont.



Bury Market Canopies



Bury Flexi Hall



Bury Mill Gate

Strategic Regeneration Framework

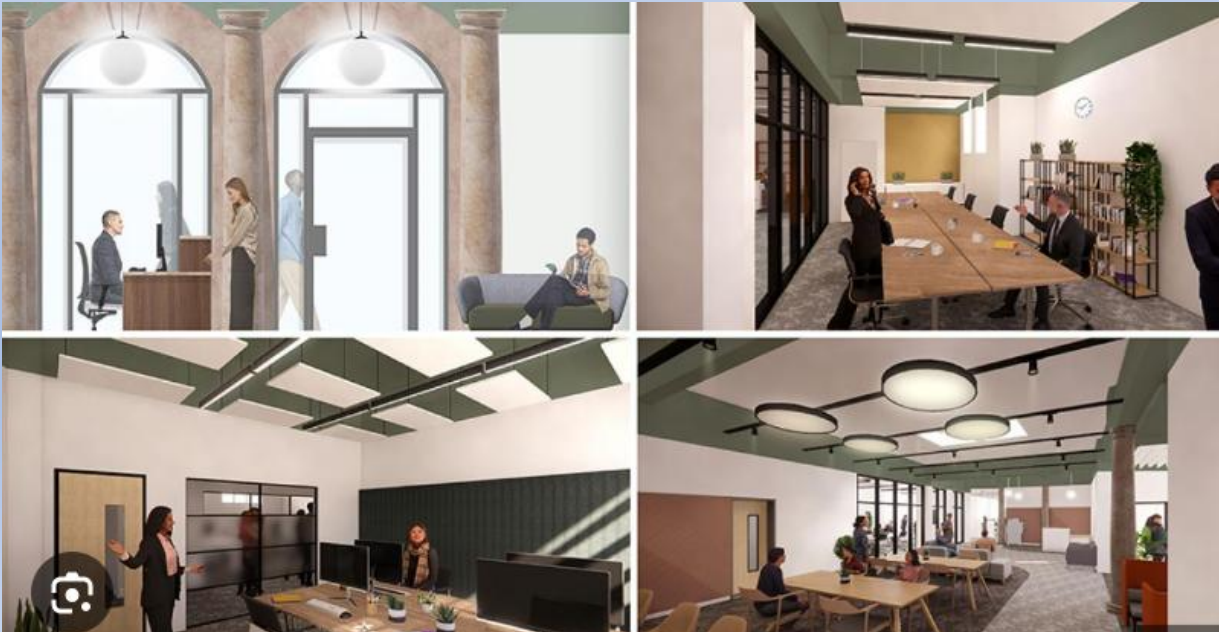
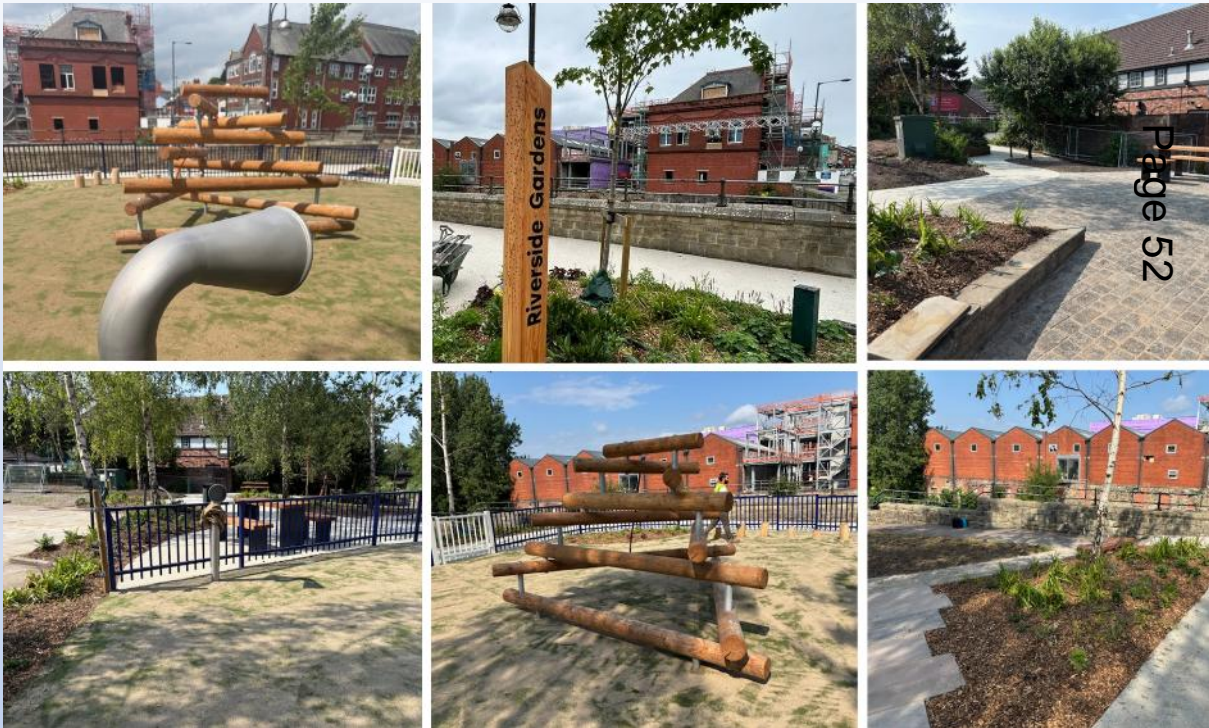
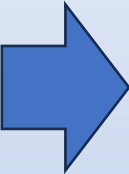
<https://www.bury.gov.uk/asset-library/mill-gate-srf-5-illustrative-masterplan.pdf>



Mill Gate Shopping Centre



Radcliffe UKSPF Projects



Prestwich Village

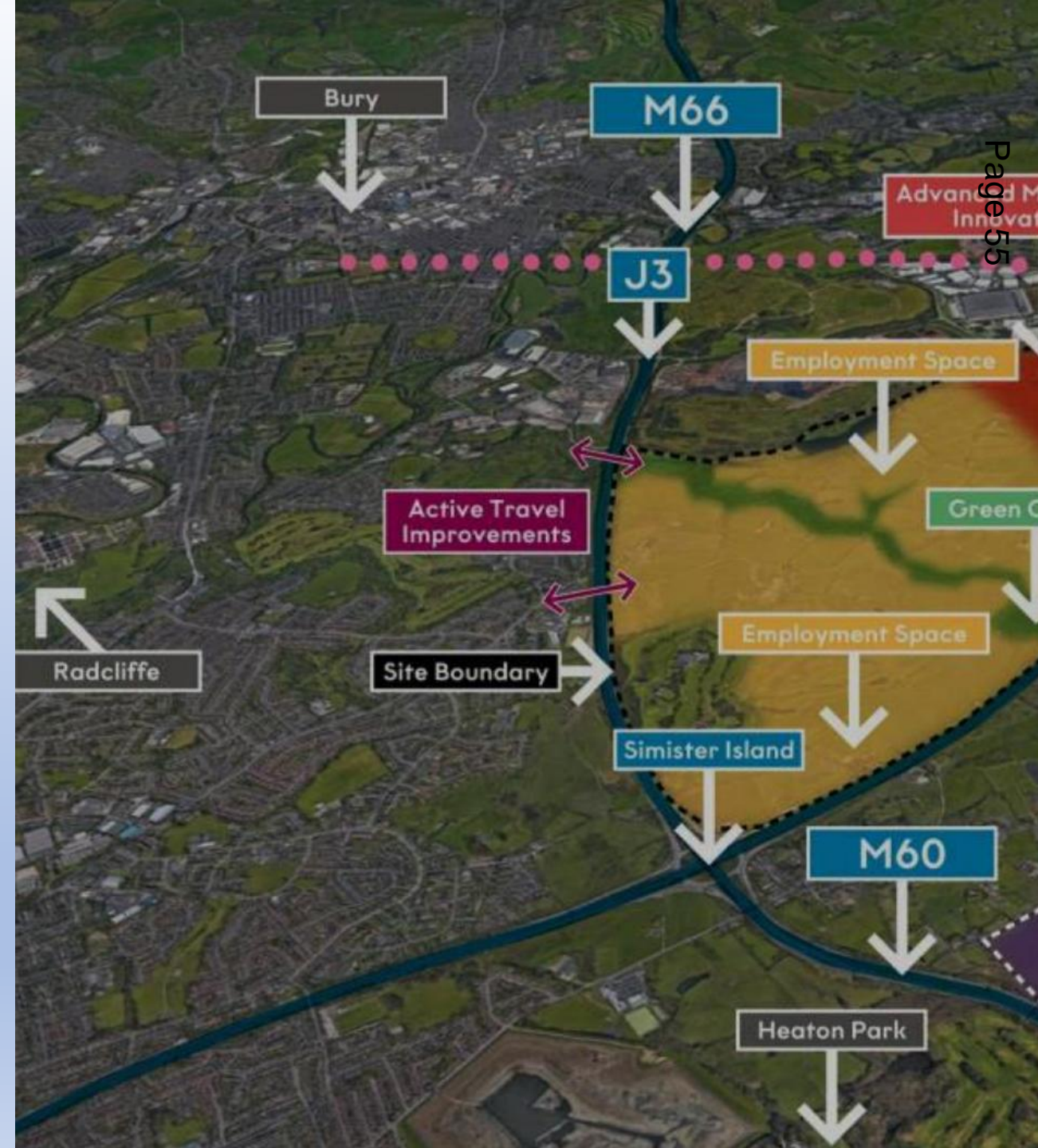


Education



Northern Gateway

- 1.2m Square Metres of Employment Space
- C20,000 direct jobs
- 2,000 indirect jobs
- 3,000 new homes
- Western Access (in-delivery)



Thank You