

Report to:	Cabinet	Date: 11 June 2025
Subject:	Year End Corporate Plan Performance & Delivery Report and Launch of 2025/26 Corporate Plan	
Report of	Deputy Leader, Cabinet Member for Finance and Transformation	

Summary

In April 2024 the Cabinet approved the Council's Corporate Plan for 2024/25. The Plan sets out the Council's strategic priorities and delivery objectives for the financial year and the role of the Council in delivering the overarching vision of the borough's LET'S Do It! Strategy.

The Plan was agreed in the context of the Council's significant financial challenges with both reduced funding and increasing demand contributing to a reported circa. £30m financial gap in the Council's finances over the coming three years. The agreed Plan was structured around three overarching priorities:

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

As part of the Plan, key objectives were described against each of these priorities, together with a clear set of quarterly delivery milestones. The Plan also included objectives and milestones for the **enabling actions** needed to ensure the organisational conditions necessary to deliver the priorities.

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. These have since been revised following operational feedback and the current suite of delivery KPIs is provided in Appendix Three.

Following Cabinet approval of the plan in April 2024, the Council has responded to a number of unforeseen demands and additional pressures. Most notably this includes responding to the outcomes of the local area SEND inspection, published on 7 May and preparation for the General Election which was announced on 22 May and took place in July 2024. In addition, in December 2024 the Council's external auditors presented their judgements in the areas of the Council's Value for Money arrangements for 2021/22 and 2023/24 resulting in an urgent action plan being drawn up at the end of Quarter Three. These events have had an impact on the delivery against milestones which was fully assessed at each quarter.

This report describes the significant progress made in the fourth and final quarter of the financial year (January to March 2025) against the Corporate Plan priorities and objectives and provides a year end position on delivery completed as planned.

In addition, it describes the process undertaken to develop the Corporate Plan for 2025/26. The proposed draft of the 2025/26 Corporate Plan on a page and associated delivery milestones are provided at Appendix Four for sign off.

Recommendation(s)

Cabinet is asked to

- Note the year end position on progress against the Corporate Plan 2024/25.
- Approve the draft 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

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Background

This report describes the significant progress made in the fourth and final quarter of the financial year (January to March 2025) against the Corporate Plan priorities and objectives and provides a year end position on delivery completed as planned.

In addition, it describes the process undertaken to develop the Corporate Plan for 2025/26. The proposed draft of the 2025/26 Corporate Plan on a page and associated delivery milestones are provided at Appendix Four for sign off.

Links with the Corporate Priorities:

This report supplements the State of the Borough 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 the Council's 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 the Council's ability to achieve the LET'S Vision	Further attention will be given to the activities rated as Amber to ensure that resources are used appropriately to support priorities, however in some cases reprofiling may be required on a case-by-case basis.

Legal Implications:

1. There are no legal implications arising from this report, the report however is a part of our cycle of performance monitoring reports, ensuring good governance.

Financial Implications:

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

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

Appendices:

- Appendix One: Corporate Plan: Agreed Delivery Plan as of December 2024
- Appendix Two: Delivery Against Quarter Four Milestones
- Appendix Three: Performance Against Key Performance Indicators
- Appendix Four: Corporate Plan 2025/26 Objectives and Milestones
- Appendix Five: Corporate Plan 2025/26 Key Performance Indicators

Background papers:

Report to Cabinet, 17 April 2024: [Corporate Plan 2024/25](#)

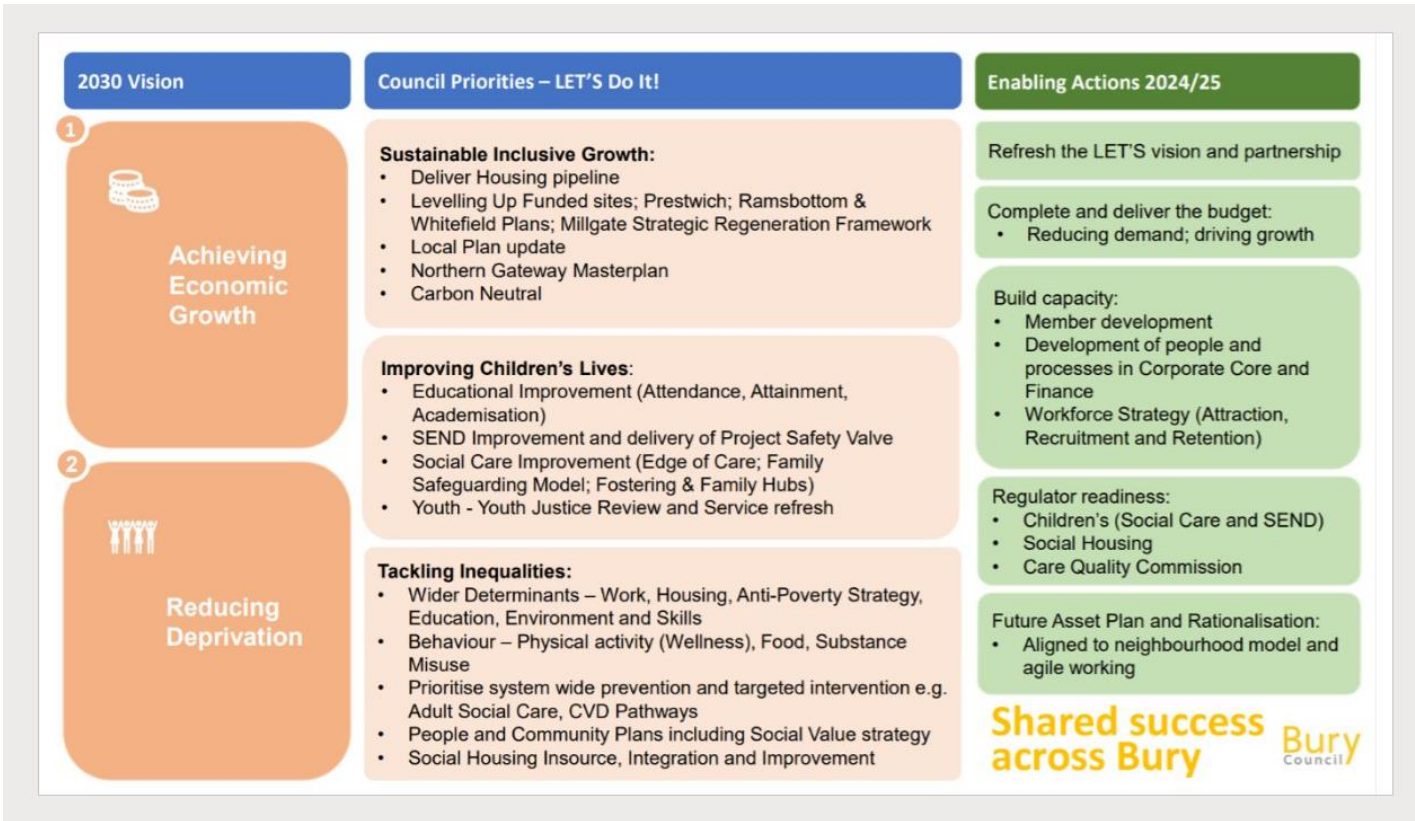
Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning	Term	Meaning
ASC	Adult Social Care	HIS	Highways improvement Strategy
ASCOF	Adult Social Care Outcomes Framework	HR	Human Resources
ATF	Active Travel Fund	IAPT	Improving Access to Psychological Therapies
BAM	Bury Art Museum	ILACS	Inspecting Local Authority Children's Services
CIN	Children In Need	KPI	Key Performance Indicator
CLA	Children Looked After	LED	Light Emitting Diode
CME	Children Missing Education	LGA	Local Government Association
CO2	Carbon Dioxide	MCF	Mayor's Challenge Fund
COPE	Construction, Occupancy, Protection, and Exposure	MDC	Mayoral Development Corporation
CP	Child Protection	MTFS	Medium Term Financial Strategy
CPP	Child Protection Plan	NHS	National Health Service
CRSTS SfA	City Region Sustainable Transport Settlement (CRSTS) and Streets for All	NHSE	National Health Service England
CSP	Community Safety Partnership	NLTG	North Lancs Training Group
DfE	Department for Education	NOMIS	Service provided by the UK Office for National Statistics (ONS) that provides official census and labour market statistics
EET	Education, Employment, or Training	PDR	Personal Development Review
EHCP	Education Health Care Plan	PRU	Pupil Referral Unit
EHE	Elective Home Education	PSHE	Personal, Social, Health and Economic
EIA	Equality Impact Assessment	PSV	Project Safety Valve
ELT	Executive Leadership Team	RAMLIB	Ramsbottom Library
EV	Electric Vehicle	RIBA	Royal Institute of British Architects
EYFSP	Early Years Foundation Stage Profile	SEND	Special Educational Needs and Disabilities
FAP	Future Asset Plan	SHDF	Social Housing Development Fund
FOI	Freedom of Information	SLA	Service Level Agreement
FTE	Full Time Equivalent	SMT	Senior Management Team
FY	Financial Year	STH	Six Town Housing
GM	Greater Manchester	TBC	To Be Confirmed
GMCA	Greater Manchester Combined Authority	UKSPF	UK Shared Prosperity Fund
GMP	Greater Manchester Police	VCFA	Voluntary, Community & Faith Alliance
GP	General Practitioner	VCFSE	Voluntary, Community, Faith and Social Enterprise

Corporate Plan Performance & Delivery
2025/25 Quarter Four Report and the 2025/26 Corporate Plan

Last April the 2024/25 Corporate Plan was published and set out the Council’s strategic priorities and delivery objectives for the year.

The Corporate Plan has been designed to reflect a tighter set of corporate priorities following feedback from the last LGA Peer Review in December 2023, hence the focus on the three priorities with a streamlined set of objectives. The priorities overlay the “business as usual” departmental functions which are described separately in service planning documents.



Progress Since Approval of the 2024/25 Corporate Plan

The table in Appendix Two provides a snapshot overview of progress against the Quarter Four milestones and therefore the final position of year end for 2024/25 Corporate Plan delivery. This review of progress has been further supplemented by information gathered for the latest Leader’s statement to Council.

The last report at Quarter Three described a positive forecast for completion of all milestones at year end. There have however been further unprecedented capacity requirements that has caused further delay on a small number of milestones which are being rolled into next year’s plan for priority delivery. This includes the publication of both the Workforce and Communications Strategy. The Workforce Strategy has been delayed due to leadership turnover and delivery milestones have been plotted across 2025/26 for delivery in the next Corporate Plan. The Communications Strategy has only been delayed slightly and due for completion in early Quarter One of 2025/26.

Free Special Schools 2 and 3 are also marked red against planned activity during 2024/25. Work is continuing to work to plan that these schools will be delivered but the Council is yet to receive formal notification from the new government on significant build milestones.

Sustainable Inclusive Growth

Key Achievements:

- Permission has been granted to seek a partnership with a build-to-rent operator to convert the Humphrey House site into 74 new homes in the town centre which will support the continued delivery of a balanced and diverse housing supply as part of the Council's housing strategy.
- Work has started on School Street, a disused brownfield site in Radcliffe to develop 90 new family homes of which 22 will be affordable homes.
- A report on Bury's new Local Plan was presented at Cabinet on 5th March 2025 which provided a strong policy basis to assess and manage future development in the borough including the key strategic sites that are identified in the Places for Everyone Plan.
- All activity has been completed on the Fletcher Fold site for the start of the build of 43 affordable homes for older people.
- The planned demolition works to enable the beginning of the Flexihall main works has been completed and the procurement for the Flexihall operator has been progressed through an expression of interest process.
- The preparation for the handover of the Radcliffe Enterprise Centre has been delayed slightly due to the construction contract, expenditure into the next year has been approved with GMCA to secure the continued delivery of the project.
- There has also been a delay on the development of the indoor market strategy and its subsequent approval. This has been carried over into the Corporate Plan for 2025/26.
- The Future Assets Programme (FAP) has developed and implemented an estate rationalisation plan during Quarter Four to support the future wider estates strategy which is also included in the Corporate Plan for 2025/26.

Improving Children's Lives

Key Achievements:

- Since the start of the year, five Ofsted inspections have taken place in Bury schools. Published reports confirm an improving picture in the strength of leadership and positive outcomes across Bury schools.
- The first Education Safeguarding Conference was held in February, targeted at head teachers and Designated Safeguarding Officers. The 150 delegates heard from a variety of guest speakers; the event was a great success.
- Data received in the last quarter shows school attendance has continued to improve for the 3rd year running. The improvements have been supported by the strong collaborative relationship between the School Attendance Team and schools, improving systems and implementing the statutory DfE guidance.
- Average caseloads for children's social workers are now at the lowest number since the ILACS inspection (15.5 per worker). The volume of new work has moderated to levels in

line with other similar areas in the early part of 2025 and there is now greater consistency in adherence to the cornerstones of good social work practice (visits, direct work, supervision, review). The presence of more permanent staff in post is beginning to improve the consistency of relationships with children and families and to also improve the quality of practice.

- Improved support for children with SEND by schools and the local authority has led to long-term moderation in the number of new requests to assess for an Education, Health and Care plan and in the number of new plans being issued – both these measures are moving into line with the national average. Timeliness of assessment for an EHCP remains relatively strong and adherence to expectations around annual reviews is much improved for children in year groups moving between education phases. Relationship with parents and parent/carer groups is better, with the improved timeliness and quality of EHCPs reviews for children moving into school, or between schools being recognised. There is still much to do, but progress is being made.
- Approval was given for a new wing to be built at Millwood school to improve the educational experience for children with special needs. Creating more capacity at Millwood is a priority element of the council's plans to improve special needs provision in the borough. This would meet increasing demand in Bury, and reduce the need to place children with independent providers
- Over the past two months Connexions have enrolled 62 young people in a variety of courses, including construction courses with Skills CC, employability courses with NLTG and the Growth Company, and English and maths functional skills courses with a variety of tuition companies.
- The Council achieved the Constella Social Value Award in Quarter Four following on from the work with Skills CC to initiate the construction programme above.
- Children's Services have started to promote Family Help Drop In's via social media platforms. Drop ins are being delivered in schools and community venues in neighbourhoods aimed at providing families with easy access to help and support.
- The new team around the school approach Multi-Agency Family Help has commenced and we have started to deliver this with 7 schools. This scheme is in place to provide activities and food for children who are in receipt of benefit related free school meals to ensure they are not disadvantaged during school holiday periods.
- The Council continues to work in partnership with partners to reduce the risk and devastating impact of knife crime. The Youth Service has been involved in developing 'knife is a life' PSHE lesson for schools to deliver, and thinking about how we reach those young people who are electively home educated. This has included the Stop the Bleed Campaign, a partnership project to deliver short intervention/discussion around lifesaving first aid for knife related injuries.
- The fostering service launched the second Mockingbird constellation on 3rd February 2025.
- Bury's Next Chapter hub for care experienced young people based at 6 Knowsley Place is going from strength to strength and is offering a range of help and support to young people. They can access support in relation to employment, education, housing, cooking, health issues, leisure etc in a familiar and friendly environment. This offer will continue to grow over coming months.

- There has been delays on the delivery of both two new Free Special Schools at year end. These projects are led nationally by the Department for Education (DfE) and further confirmation on progress is awaited. Locally we have been working with DfE to communicate the demand for these schools as part of SEND improvement and planning within the Project Safety Valve (PSV) programme.
- The Create Attendance pledge and strategy are slightly delayed but will be in place by Quarter One 2025/26.
- The Chesham Family hub is also delayed slightly due to working through procurement to commission building works. Once complete, which is expected in 2025/26, a consultation will take place locally about the service requirements in the area.
- The Early Help offer re-launch is slightly delayed, all work has been complete however the communications for the launch have been shifted to April to ensure a smooth and successful process.

Tackling Inequalities

Key Achievements:

- A new Community Mental Health and Disability Hub for local Bury people is being created through investment from both Pennine Care NHS Foundation Trust and the Council. The investment will improve access to a range of specialist mental health and learning disability services for thousands of people. It will also create a better working environment for over 300 staff, including nurses, social workers, occupational therapists, psychiatrists, clinical psychologists and speech and language therapists.
- Work has started on a new 'pocket park' which will bring more green space to the heart of Radcliffe. Radcliffe Pocket Park is being created with £250,000 of funding from the UK Shared Prosperity Fund and £20,000 of investment from Bury Council. The scheme will complement the wider town centre regeneration that is taking place, such as the new Radcliffe Hub and Radcliffe Enterprise Centre, both nearby.
- The former Whitefield Library is set to be purchased by NHS Property Services. This acquisition will enable NHS partners to work to secure a redevelopment of the ex-library site for health services.
- The peer networks for autistic adults, families and carers have all been set up as planned.
- New strategies for Carers, Sensory Needs and Extra Care have all been completed as planned and either approved or scheduled for approval at Cabinet.
- A LGA Adults Peer Challenge was completed in Quarter Four with positive feedback across many areas, this included:
 - Staff across the adult social care directorate in Bury demonstrate a passion and positivity for their work
 - Significant progress has been made in reducing waiting lists for new assessments, reviews, and occupational therapy.
 - The integration of health and social care services at both operational and strategic levels in the council is commendable and serves as a model of best practice.
 - The directorate was able to demonstrate to the peer challenge team clear oversight in data management, quality assurance and financial control.

Enabling Actions

- Whilst not an original objective for the 2024/25 Corporate Plan, following the review from auditors in December, six new assurance boards and associated governance has been set up with most boards now meeting for the third or fourth time. This structure is essential in providing transparency and robustness to decision making.
- Our 2025/26 budget was set and MTFS successfully updated in Quarter Four.
- The LET'S Do It! Strategy was refreshed and finalised in the last quarter including a review of the outcomes and summary of what has been delivered so far.
- In the March Cabinet meeting an updated agreement with the VCFA was agreed for partnership and community working going forward.
- There has been a slight delay on the production of the new Communications Strategy, this is due to be presented to the Executive Team in early May and will follow with further sign off as required.
- The Council workforce strategy was not delivered in 2024/25, this has been rolled over into the Corporate Plan for 2025/26.

Development of the 2025/26 Corporate Plan

The context for the Corporate Plan for 2025/26 is similar to that of previous years. Despite positive trajectories on the delivery of the content of the 2024/25 plan there continues to be a significant financial gap as described in the Council's MTFS. In addition, as experienced elsewhere, there continues to be increased pressure on the Council and it's partners due to the increase in the volume and complexity of demand.

Despite the scale of ambition of delivery in 2024/25, and alongside those other unforeseen activities that required additional capacity, most of the plan was delivered. However, there is still much work to do to impact against the Council's three priorities which were always intended to be multi-year plans, contributing to the LET'S 2030 Strategy. Focus will still need to continue to be sustained against these priorities to improve outcomes in these areas.

Whilst some of the focus of the Corporate Plan for 2024/25 was preparatory for the delivery of large schemes and intervention, the plan for 2025/26 includes clear and tangible deliverables with principle regeneration sites underway and new services up and running. The outcomes of upcoming inspections with the CQC and Ofsted will be known and therefore some space will need to be included for the actions which follow from those inspections to continue to improve outcomes. In addition, an amount of focus needs to be aligned with tackling inequalities particularly because as the national and regional integrated health and care systems are subject to significant change with the national NHS reform program. The plan will also cover those milestones which were not delivered in 2024/25.

Therefore, the three priorities and an additional the enabling priority will be 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. The plan on a page is below and the proposed delivery milestones at Appendix Four. As per the delivery position at Quarter 4, any remaining undelivered milestones have been rolled over into this new plan.

2030 Vision

Council Priorities – LET’S Do It! 2025/26

Achieving Economic Growth

Reducing Deprivation

LET’S Do It! Values & Behaviours

Enabling Actions

Sustainable Inclusive Growth:

- Deliver the All Age Work and Skills Strategy and Action Plan
- Agree a Local Plan in context of Places for Everyone
- Develop a new Housing Strategy
- Construction of Radcliffe High School, Civic Hub and redevelopment of the Radcliffe Enterprise Centre and Market Chambers
- Progress Bury Town Centre Masterplan projects; NORA (Northern Rock Area), Millgate refurbishment, Indoor Market, Chamberhall Phase 2
- Deliver Prestwich Phase 1
- Design and deliver township development plans for Whitefield & Ramsbottom
- Progress the Northern Gateway scheme: establish MDC; Western Access OBC and first-phase planning
- Continue to deliver the Local Transport Strategy including Bury Interchange improvements, the Highway Improvement Strategy and the active travel programme
- Develop Annual Sustainability Plan and progress Climate Change Strategy including town centre heat network and the EV Charging point network
- Support implementation of flood defence scheme by Environmental Agency

Improving Children’s Lives:

- Progress the SEND Improvement Journey (inc. free special schools)
- Continue the transformation of our Pupil Referral Unit offer
- Progress the Children’s Social Care Improvement journey: embed family safeguarding; develop commissioning strategy and workforce development
- Establish an Education and Inclusion Strategy
- Agree a multi-agency plan in response to the social care reforms, outlined in Keeping Children Safe, Helping Families Thrive and the Children’s Wellbeing and Education Bill

Tackling Inequalities:

- Deliver the Bury Locality Plan update for health and care transformation in the borough
- Develop the health inequalities strategy and deliver our improvement plan for Adult Social Care
- Accelerate development of the Bury neighbourhood model, in context of GM Live Well approach, including economic inactivity trailblazer pilot
- Update the anti-poverty action plan and evaluate impact
- Develop the Wellness strategy inc. the leisure business case and deliver the Green Flag Parks Programme and Green Spaces Strategy
- Deliver the Culture Strategy through the Community Culture Fund, the annual co-created events programme and repairing the Bury Art Gallery and Ramsbottom Library roofs
- Implement the New Community Safety Plan
- Deliver on plans to improve social housing, including decarbonisation, and increase tenant satisfaction

Financial Sustainability

- Delivery of MTFS Savings and develop 2026/27 MTFS
- Refresh of the Capital Programme
- Production of a Commercial Strategy
- Improve strategic commissioning and procurement
- Deliver finance restructure and improvement plan

Workforce, Culture & Inclusion

- Develop HR Service Improvement Plan
- Deliver the Inclusion Strategy
- Quarterly OD programme to embed LETS principles
- Ensure continued compliance with PDRs, Mandatory Training and Service Planning, inc. Health & Safety
- Deliver the Council’s Improvement Plan

Transformation

- Implementation of the Digital Strategy
- Deliver the Unit 4 Upgrade and change plan
- Confirm the Council’s Corporate Estate Plan
- Increase community engagement through the new VCFA SLA and our social cohesion strategy

- The Plan also includes new objectives and milestones for the **enabling actions** needed to ensure the organisational conditions necessary to deliver these priorities. These objectives and milestones pay particular attention to the external auditor's recommendations regarding improved governance and robustness around financial decision making.
- A new suite of key performance indicators is also being developed as part of a refreshed performance framework for the organisation. This is in two tiers where a set of high-level indicators which can be benchmarked where appropriate can be utilised for monitoring the impact of the corporate plan delivery and then a second tier of indicators which demonstrate activity that is happening within services. The proposed suite of Corporate Plan KPIs is attached at Appendix Five.

Conclusion

As can be seen from this report, significant work has continued to be undertaken against the delivery milestones in the Corporate Plan. Where necessary non-deliverables have been rolled over into the 2025/26 Corporate Plan with an additional review of delivery milestones to ensure progress against timelines.

Appendix One: Corporate Plan: Agreed Delivery Plan as of December 2024

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Sustainable Inclusive Growth	<ul style="list-style-type: none"> Local Plan Reg. 18 notification, Call for Sites and Impact Assessment Scoping Spurr House - Disposal strategy agreed Seedfield, School St and Green St commence – c.300 houses/units Radcliffe Civic Hub - enabling works completed and main works commenced 	<ul style="list-style-type: none"> William Kemp Heaton - 100% affordable housing scheme of 43 units including 18 specialist/supported units. Humphrey House – Procurement begins (c.65 Units) Willow St - Supported housing site (13 units) to commence on site Flexihall - Construction contract agreed, enabling works start Former police station site, Bury town centre, sale completion Spurr House – sale completion 	<ul style="list-style-type: none"> Prestwich Phase 1 - travel hub construction begins Pyramid Park – Procurement phase complete Northern Gateway Supplementary Planning Documents Consultation Wheatfields completion - 30 affordable units Radcliffe library temporarily relocated Planning application for first phase Mill Gate Development strategy for the Elms – 24 affordable units 	<ul style="list-style-type: none"> Fletcher Fold - Start on site – 43 affordable homes for older people Flexihall main works begin Radcliffe enterprise centre prep for handover & all UKSPF funds spent Northern Gateway - Application submission (JPA1.1) Indoor market strategy approved First phase of Flexihall operator procurement completed
Improving Children's Lives	<ul style="list-style-type: none"> Review SEND Governance Updated Personal Education Plan (PEP) to strengthen Careers Information Advice and Guidance (CIAG) and transition Update Primary in Year Fair Access Protocol (IYFAP) Panel & policy Production of Personal Independence Payment (PIP) & establishment of SEND Improvement and 	<ul style="list-style-type: none"> Star academy in Radcliffe opens in temporary accommodation Corporate Parenting Strategy refresh complete Early Help Parent Offer in development 	<ul style="list-style-type: none"> Launch second Mockingbird constellation Family Safeguarding expansion & Partnership Event Circles of Influence co-production event Final Ofsted ILACS Monitoring Visit SEND deep dive on preparation for adulthood Department of Education SEND stocktake visit Complete revision of the Local Offer and comms strategy 	<ul style="list-style-type: none"> Chesham Family Hub opens Free Special School 2 – detailed design development undertaken by DfE Free Special School 3 – feasibility study commissioned by DfE Keeping Families together team launched Early Help Offer re-launch Create Attendance (CME & EHE) Pledge / Strategy

	Assurance Board (SIAB)		<ul style="list-style-type: none"> • Delivery of Care Cubed into Children and Young People/Clinical Health Commissioning 	
Tackling Inequalities	<ul style="list-style-type: none"> • Confirmed funding for NCA to recruit additional health visiting capacity. • Preparing For Adulthood (PFA) transition programme launched • Finalise of Bury population Health Strategy • My Happy Mind commence launch in Secondary Schools • Additional CAMHS (Child and Adolescent Mental Health Services) capacity secured • Completion of Redbank Pavilion/3G 	<ul style="list-style-type: none"> • Skills strategy launched • Neighbourhood model update including Housing integration • Delivery of St Mary's Place for 18–25-year-olds • Sufficiency strategy • Updated allocations policy and housing protocol complete • Social value strategy complete • Physical Activity strategy and implementation framework delivered • Revised Supporting Living Arrangements in Persona • Care Home Falls prevention project finalised. • Launch of Rapid Response Falls Service 	<ul style="list-style-type: none"> • Autism strategy approved • GM working well strategy implementation in Bury • Commence flu and COVID winter vaccination • Launch of Women's Health Hub initiative • Promotion of Healthy Workforce Charter delivered • Physical Activity framework rolled out • Devise and roll out robust active travel plans • Localised drug, alcohol and smoking plans complete • Robust licensing matrix launched to inform decisions to reduce harm • Anti-poverty summit & 24/25 strategy refresh 	<ul style="list-style-type: none"> • Establishment of peer networks - autistic adults and families/carers • NHS commissioning intentions and service delivery priorities for emotional wellbeing and mental health in place • Approval of Refurbished GP provision in Whitefield to replace Uplands • Plan to improve school readiness in communities in place • Top Park 3G Pitch complete • Carers Strategy complete • Sensory Strategy complete • Extra care Strategy complete
Enablers	<ul style="list-style-type: none"> • Complete Adult Social Care (ASC) self-assessment 	<ul style="list-style-type: none"> • Health and Safety Strategy Agreed • Roadmap for integration of Housing services 	<ul style="list-style-type: none"> • Co-production of LET'S do it! strategy refresh • Bury Art Museum Roof repair commences • New Inclusion Strategy and Equality Objectives Launched • MTFS updated and consultation on budget proposals begins • Communications strategy produced 	<ul style="list-style-type: none"> • 25/26 budget set and MTFS updated • Relaunch of LET'S Do It! strategy and governance • Recommissioning of VCFSE local infrastructure • Communications strategy relaunch • Estate Rationalisation Strategy approved • Council Workforce strategy developed

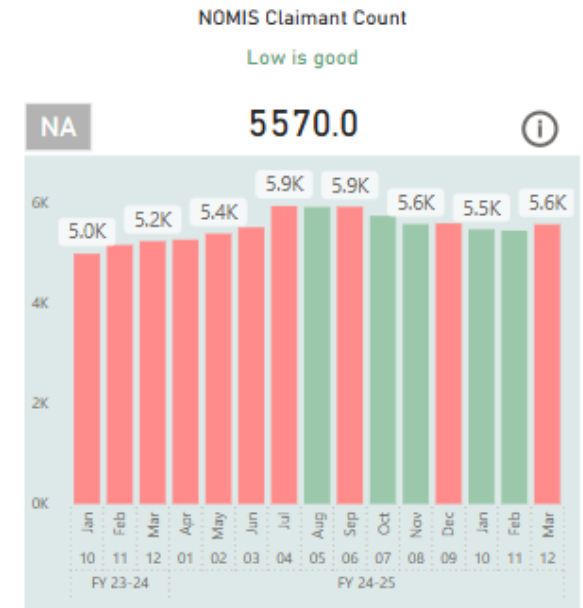
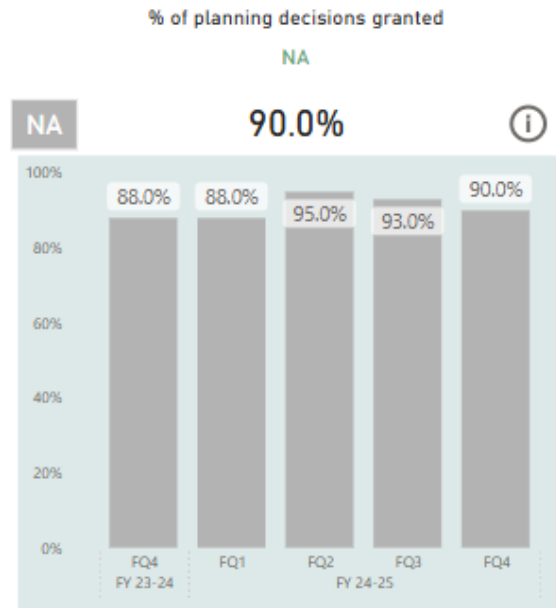
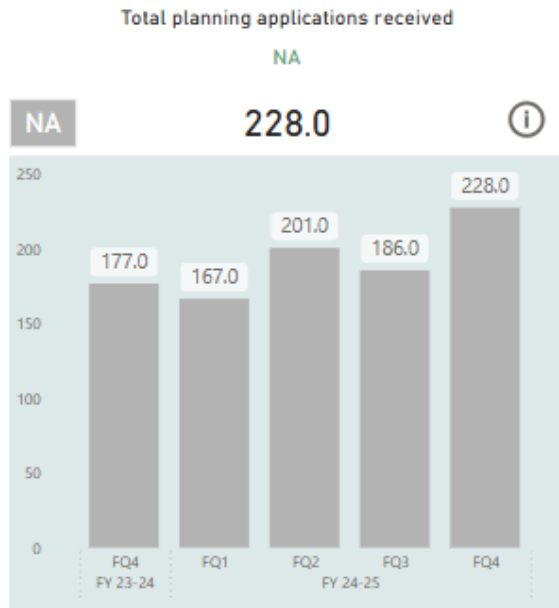
Appendix Two: Delivery Against Quarter Four Milestones

Complete (B)		On Track (G)	Not on track – risk addressed (A)	Not on track – risk identified (R)
Quarter Four: Progress on a Page				
Priority	Milestone	RAG	Quarter 4 Update	
Sustainable Inclusive Growth	Fletcher Fold - Start on site (subject to planning approval) - 43 affordable homes for older people	B	Contract negotiations being finalised. Need approval to dispose via urgent decision process. Aiming for completion end March.	
	Flexihall main works begin	B	Flexi Hall main works due to commence May 2025. Demolition works currently underway.	
	First phase of Flexihall operator procurement completed	B	Expression of Interest went live 18/03.	
	Radcliffe enterprise centre prep for handover and all UKSPF funds spent	G	Additional expenditure agreed with GMCA for 25-26 financial year. Project subject to delay relating to construction contract	
	Indoor market strategy approved	A	Secured UKSPF grant to develop future plans for the site.	
	Northern Gateway - Application submission (JPA1.1)	B	Development Framework SPD approved at Bury Cabinet 05.03.35 and Rochdale Cabinet 18.03.25	
Improving Childrens Lives	Free Special School 2 - detailed design development undertaken by DfE	R	Feasibility concluded & approved. Procurement phase due to commence early 2025 - awaiting further confirmation from DfE	
	Free Special School 3 - feasibility study commissioned by DfE	R	No further progress from DfE	
	Create Attendance (CME & EHE) Pledge / Strategy	G	Work is ongoing with the pledge and strategy. This has been delayed slightly, to ensure the voice of children and families is gathered and running throughout. Draft plan shared with working group in April, strategy should be in place by June and pledge by July.	
	Plan to improve school readiness in communities in place	B	The analysis of the EYFSP data has now been completed, which will enable us to target specifics in neighbourhoods. Themes from this analysis are threaded through the session's delivery in Family Hubs and through the training plan for Early Years providers. Transition sessions are planned for the summer term and targeted transition sessions for children with SEND are also going to be delivered.	
	Chesham Family Hub opens	A	The back garden has now been cleared and the diseased trees removed from the outdoor area. Now waiting for the work to go out to procurement, once complete the building will then open and deliver Family Hub services direct to the local community. All resources and equipment have been	

			purchased and are being stored. Next steps are to complete consultation with the community about the need for services in the area.
	Keeping Families together team launched	G	2 members of the team have commenced in role with the other 4 practitioners set to join us in April. We are currently supporting young people from DAT and family safeguarding who are deemed to be on the edge of care. All paperwork i.e. practices standards, referrals etc. is with the director for sign off - this will be presented at SMT in April.
	Early Help Offer re-launch	G	On track for the re-launch, slight delay to the end of April, however, working closely with comms to ensure a smooth relaunch of the family help offer.
Tackling Inequalities	Approval of refurbished GP provision in Whitefield to replace Uplands	B	Sale of site approved by cabinet, and Funding approval received from NHS GM. Paper endorsed at Locality board and health scrutiny. Awaiting final confirmation from NHSE.
	NHS commissioning intentions and service delivery priorities for emotional wellbeing and mental health in place	B	Mental Health Commissioning intentions developed through mental health programme board and endorsed at locality board February 25. awaiting final confirmation of support from NHS GM corporately.
	Establishment of peer networks - autistic adults and families/carers	B	Networks established
	Carers Strategy complete	B	Approved at Cabinet, February 25
	Sensory Strategy complete	B	Approved at Cabinet, April 25
	Extra Care Strategy complete	B	Drafted and ready for approval
	Communications strategy relaunch	A	Communication strategy to be presented at ELT early May.
	Council Workforce strategy developed	R	Delayed until 25/26
	Ramsbottom Top Park 3G Pitch complete	B	Progressing very well on site, the 3G pitch is now completed and handed back to the council. The building works for the car park on track to be completed for 10/05/2025. The refurbished play area will be commissioned back in to use by the 11/05/2025.
Enablers	Estate Rationalisation Strategy approved	B	Future Asset Programme (FAP) developed, creating and implementing an estate rationalisation plan.
	25/26 budget set and MTFS updated	B	Complete
	Relaunch of LET'S Do It! strategy and governance	B	Relaunched w/c 24/3 at Team Bury, to be finalised imminently
	Recommission of VCFSE local infrastructure	B	Updated agreement with Bury Voluntary & Community Faith Alliance agreed at March 2025 Cabinet

Appendix Three: Performance Against Key Performance Indicators

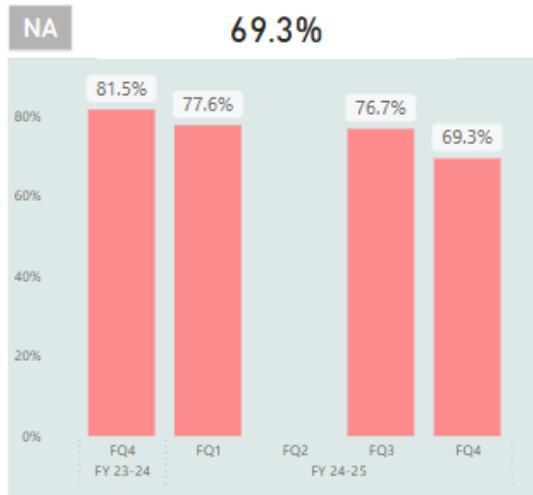
Business Growth and Infrastructure



Children and Young People

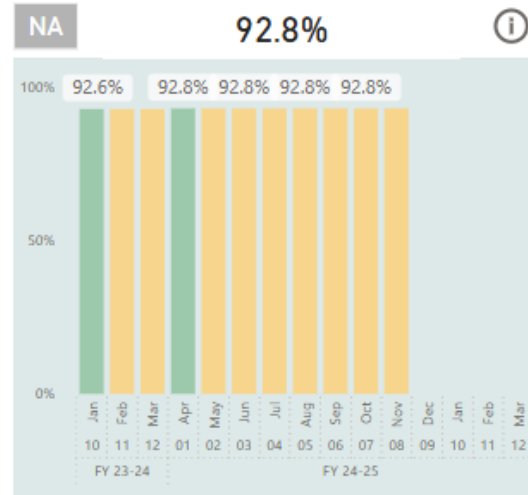
% of children accessing 2 year take up of free childcare

High is good



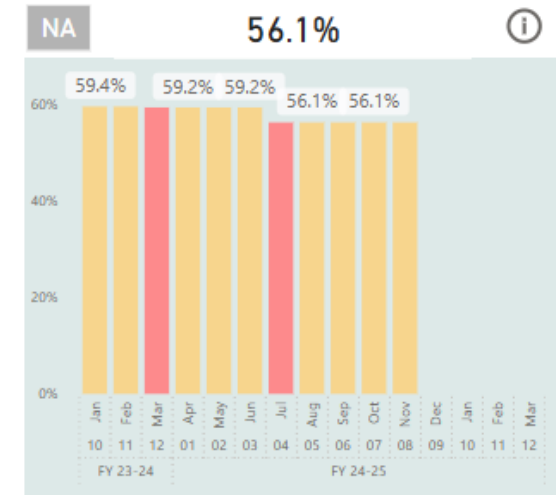
The % of pupils attending a good or better Primary School in Bury

High is good



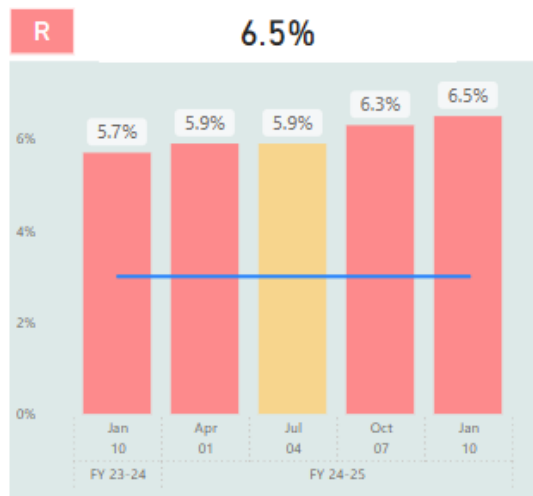
The % of pupils attending a good or better Secondary School in Bury

High is good



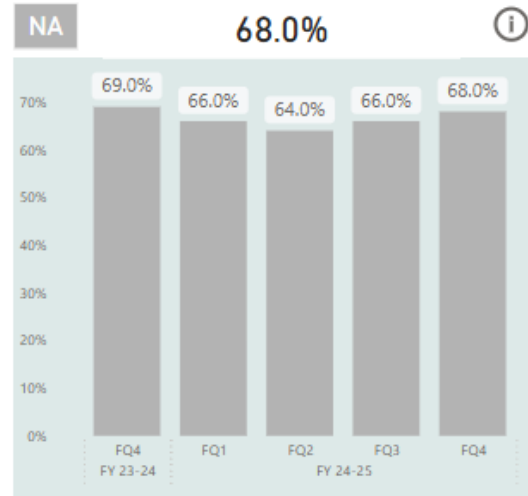
% of Pupils in Bury Schools with an EHCP

Low is good



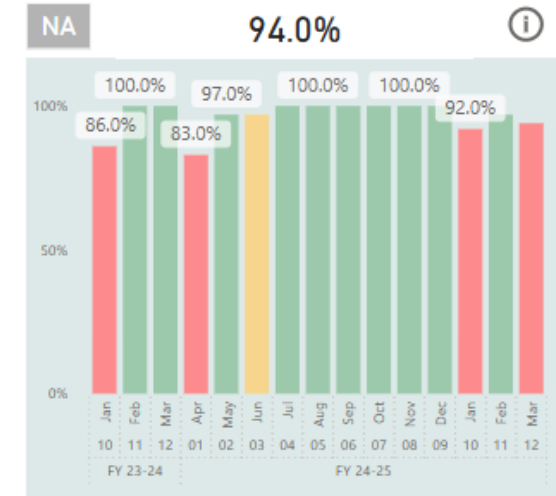
CLA – Percentage of CLA in foster placements

NA



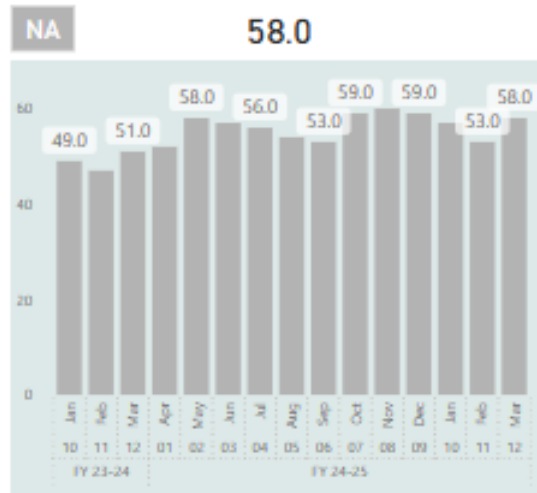
EHCP: Percent of Plans issued on time, compliance at 20 weeks

High is good



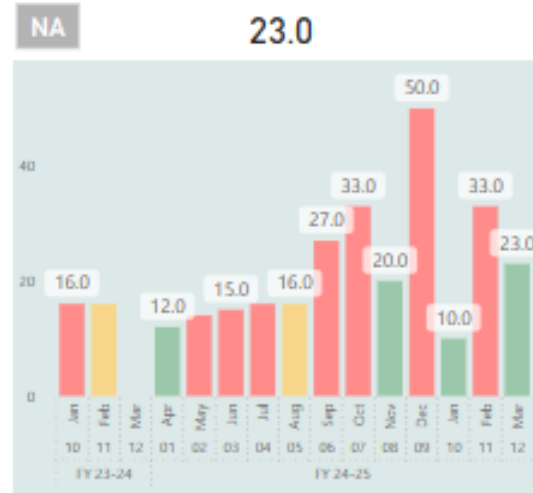
Rate of CPP per 10,000 children aged 0-17 (latest)

NA



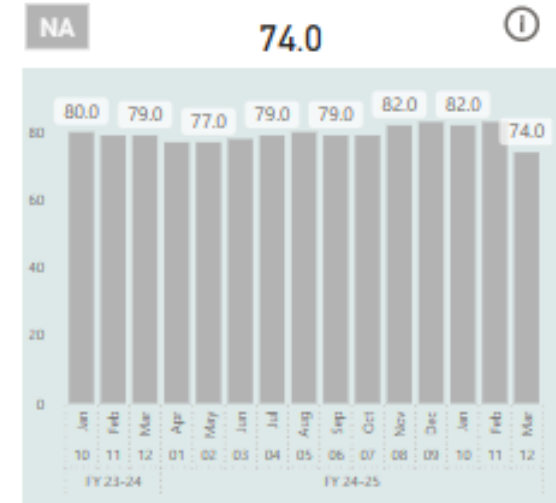
Re-registrations for children who started on a CP plan (ever) (last 6 months)

Low is good



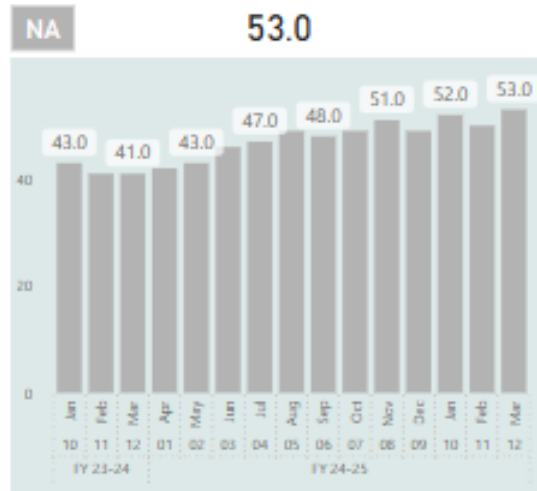
Rate of CLA per 10,000 children (latest snapshot)

NA



Number of residential placements (codes K1, K2, R1 and S1)

NA

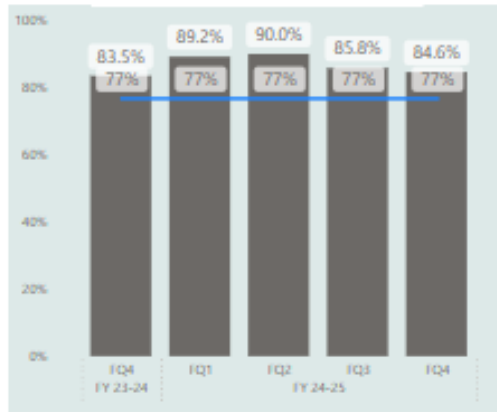


Health & Adult Care

ASCOf 2A - The proportion of people who received short-term services during the year - where no further request was made for ongoing support

High is good

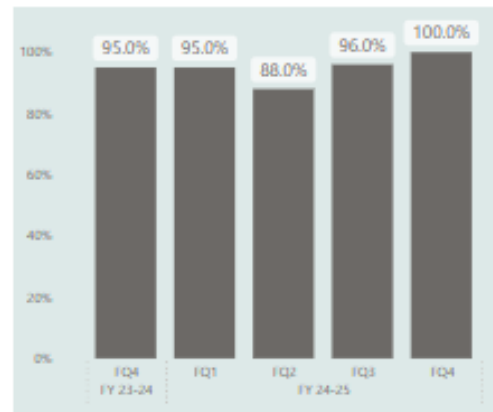
84.6%



Of those who expressed outcomes the proportion of people who have their safeguarding outcomes fully or partially met

High is good

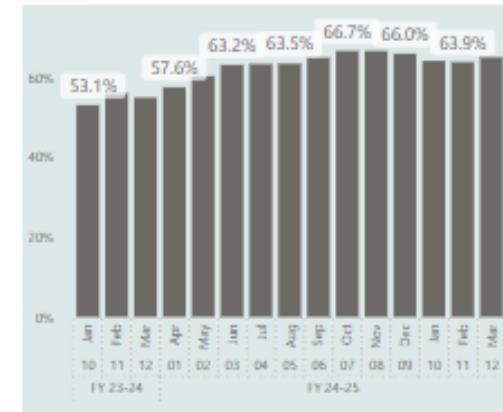
100.0%



Proportion of completed Adult Social Care (ASC) annual reviews in a rolling 12 month period

High is good

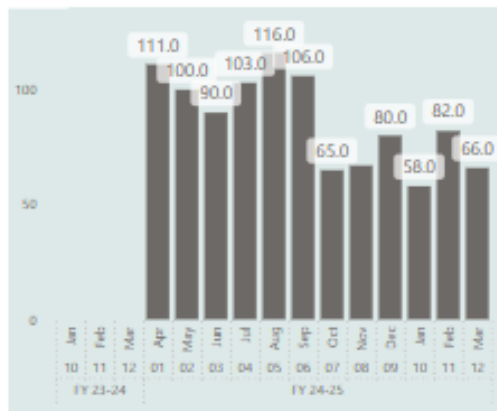
65.1%



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

Low is good

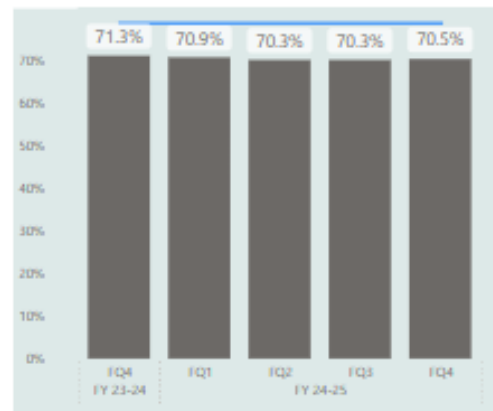
66.0



Proportion of people receiving long-term adult social care in the community

High is good

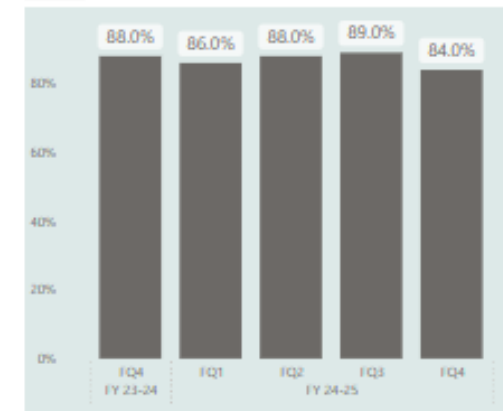
70.5%



Proportion of people that were asked about their outcomes (ASC)

High is good

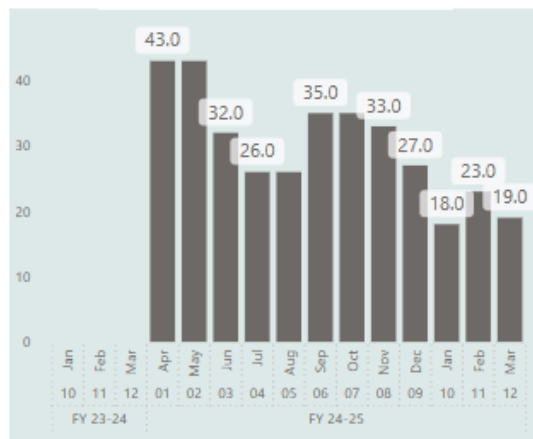
84.0%



Median number of days waiting for an ASC needs assessment

Low is good

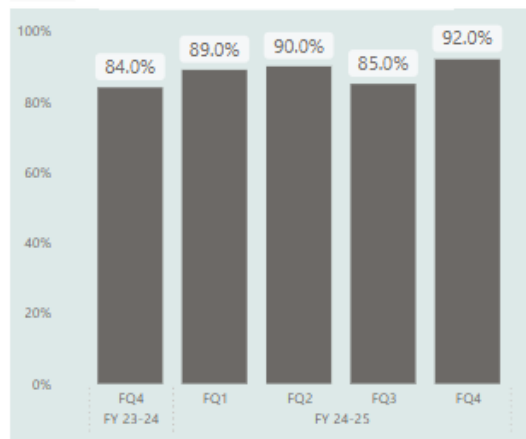
19.0



The proportion of older people (65+) who were still at home 91 days after discharge from hospital

High is good

92.0%



Total number of new carers registered with Bury Carers' Hub

NA

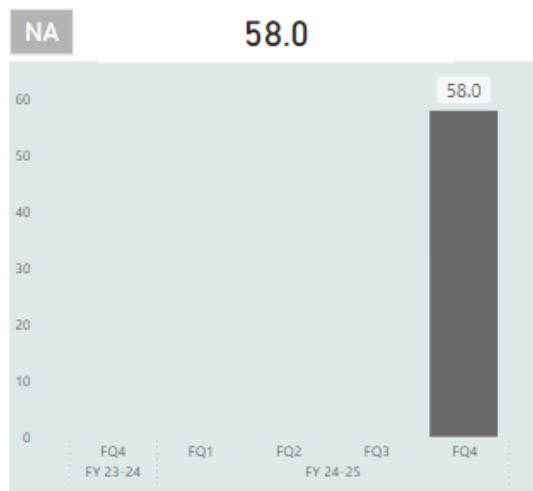
84.0



Number of people trained in the progression model

High is good

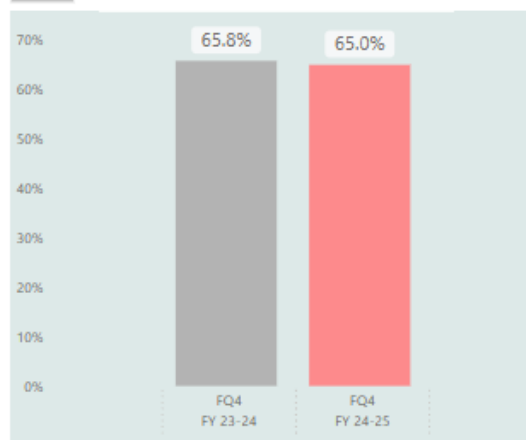
58.0



The proportion of people and carers who use services who have found it easy to find information about services and/or support

NA

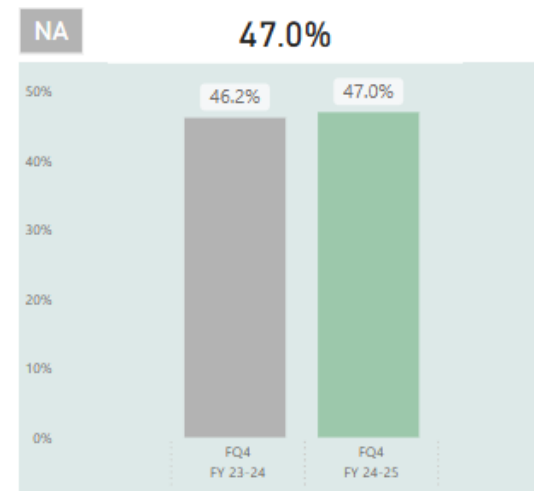
65.0%



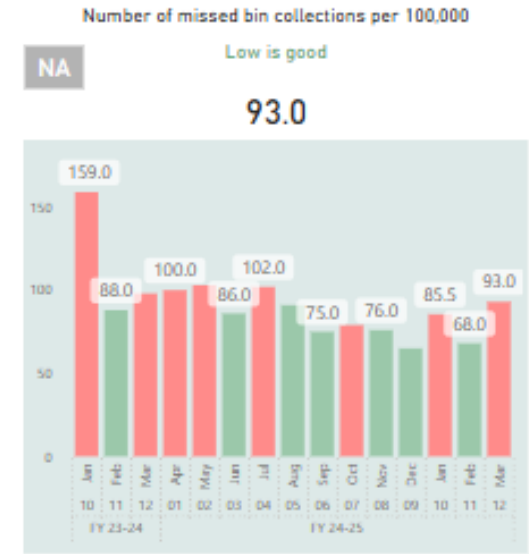
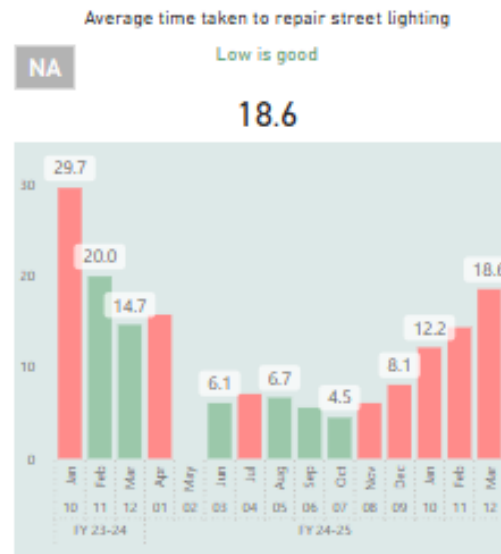
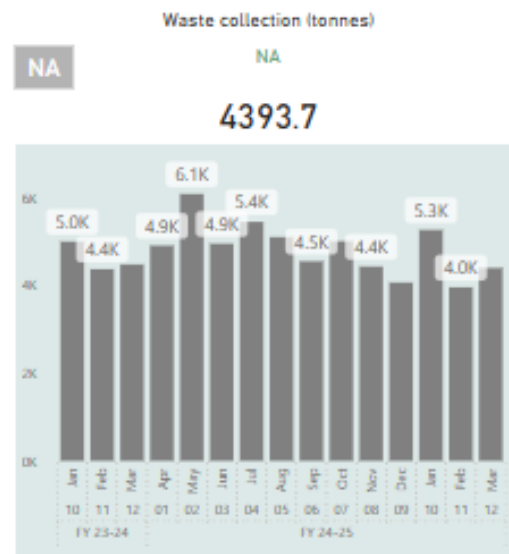
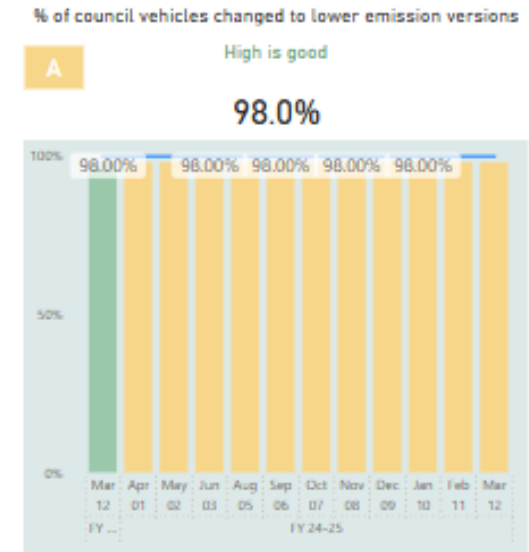
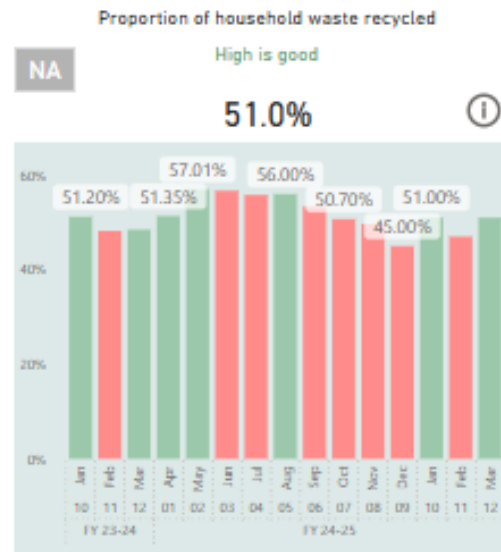
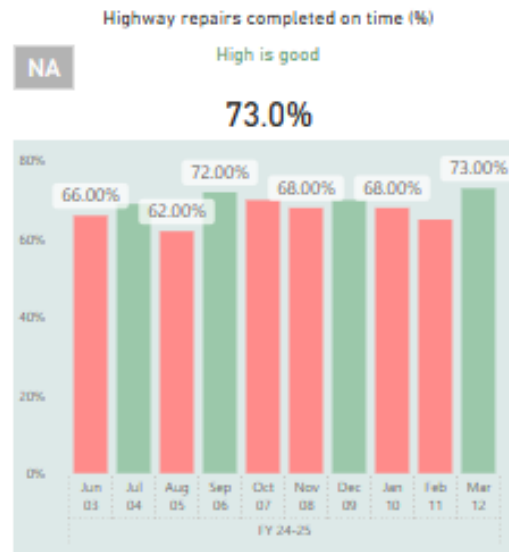
The proportion of people who use services, who reported that they had as much social contact as they would like

High is good

47.0%



Operations

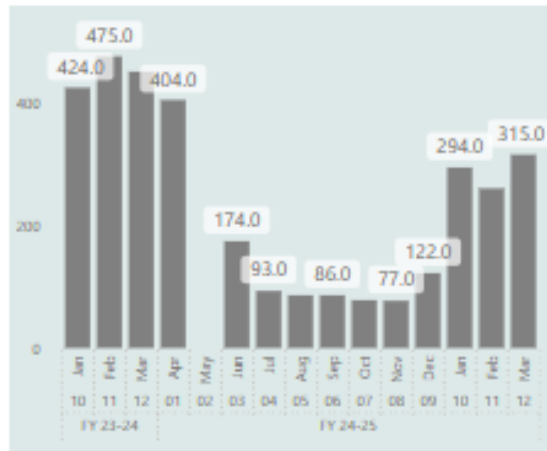


Number of potholes reported

NA

NA

315.0

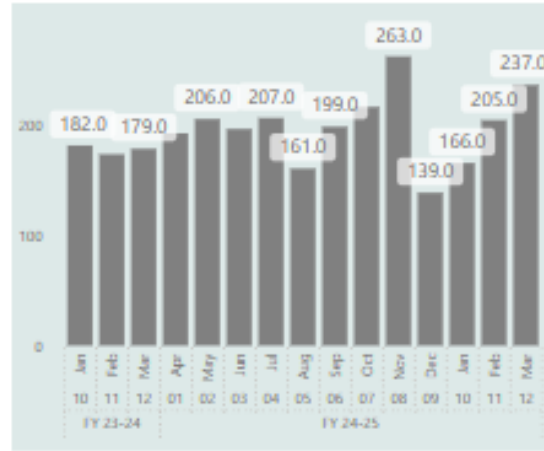


Number of licensing applications processed

NA

NA

237.0

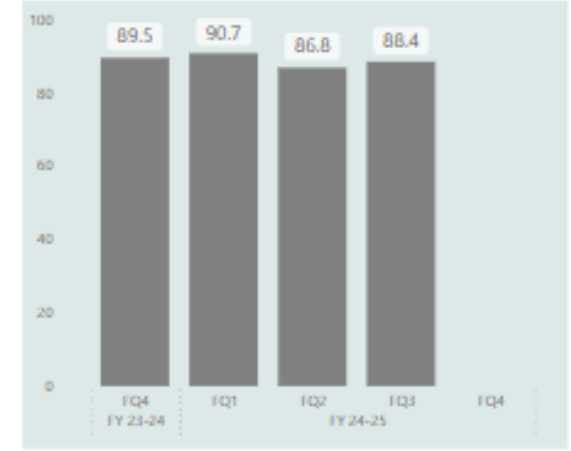


The amount (tonnes) of residual household waste per household

NA

NA

88.4

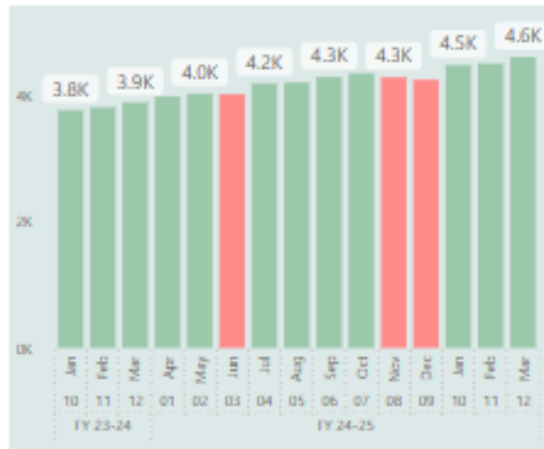


Number of leisure memberships

NA

High is good

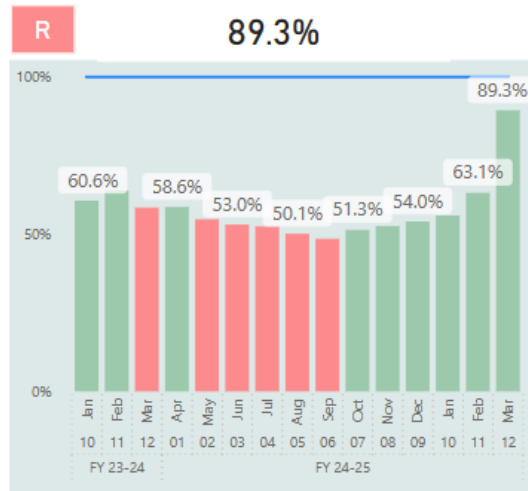
4628.0



Corporate Core

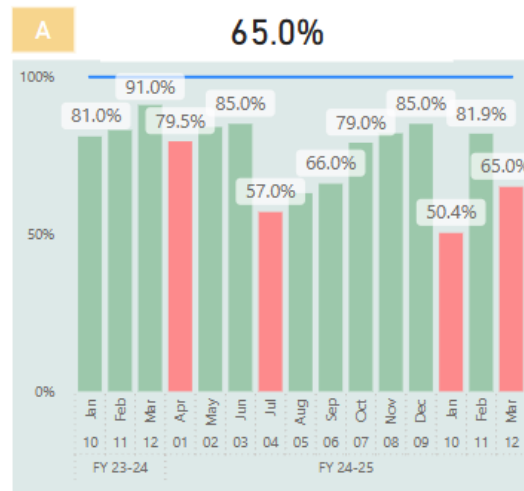
% annual PDRs completed in previous 12 months (Bury Council)

High is good



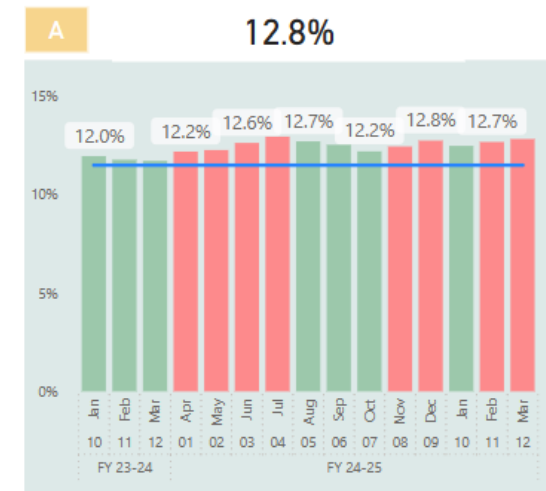
% of FOIs completed on time (Bury Council)

High is good



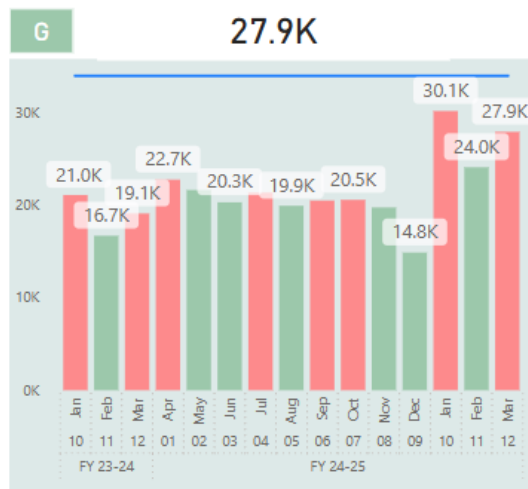
% Staff turnover (Bury Council)

Low is good



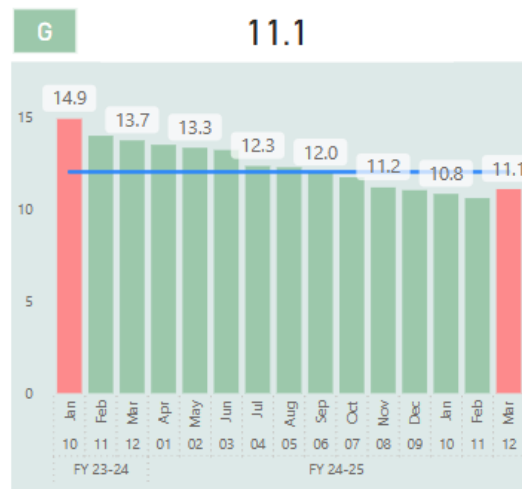
Contact centre – number of contacts received

Low is good



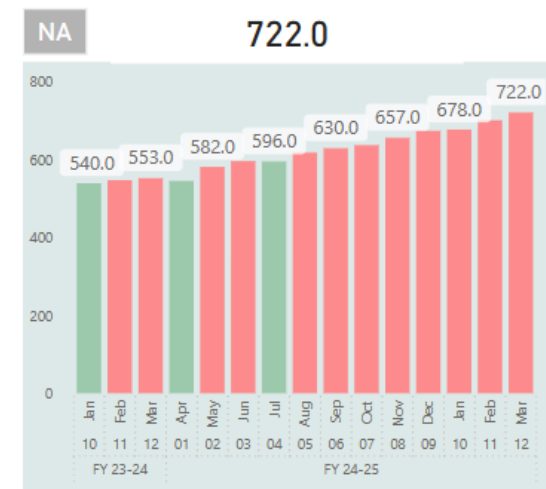
Sickness absence: average number of days lost per FTE per year (Bury Council)

Low is good

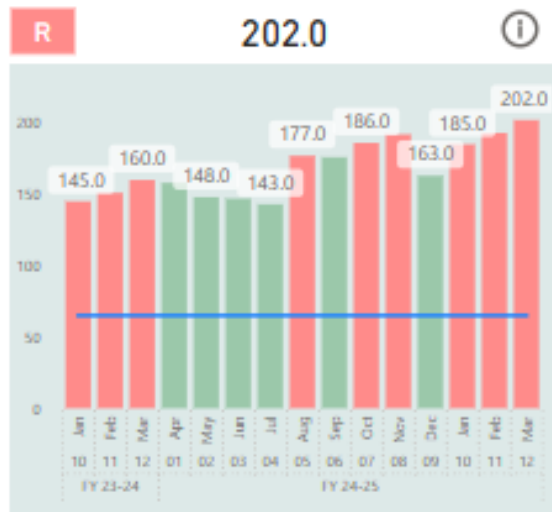


Average waiting time on housing register (all applications) (snapshot)

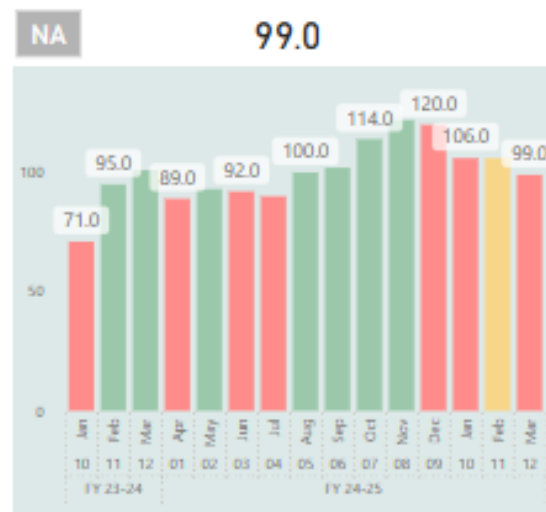
Low is good



Number of households in temporary accommodation on last day of the month
Low is good



Number of rough sleepers currently being supported
High is good



Commentary

Inclusive Growth:

- More planning applications were approved this year compared to last.
- Bury's claimant count has improved since its peak in Quarter Three. This is impacted by a variety of elements, only some of which the Council can control.
- 73% of highway repairs were completed on time during March, the highest rate achieved of the financial year.
- The number of missed bins has improved since the peak in January 2023. The year end position (93 per 100,000) is not the lowest of the year due to negotiating off road locations.
- Average waiting time on the housing register for Bury has continually increased over the year, averaging at 722 days at year end. This rise is due to a rise in demand for social housing due to multiple influences including increases in private rents making private renting unaffordable (particularly for those reliant on benefits) and changes to the availability of private rented properties due to the forthcoming changes in the Rents Reform Bill and increases in asylum applications.

Children and Young People:

- The percentage of children accessing the 2 year take up of free childcare has reduced, this could be due to introduction of the working entitlement in April 2024 for parents of 2-year-olds.
- A greater proportion of pupils in a Bury school have an EHCP than last year, this increase in demand will have affected capacity to issue them on time (94 % issued within 20 weeks).
- By year end Bury had a higher rate of Child Protection Plans but lower rate of CLA per 10,000 children.

Tackling Inequalities:

- Despite demand challenges, Adult Social Care service have seen great progress in continued reduction in waiting lists over the year dropping from well over 100 people waiting to see a social worker this time last year to just 66 at the end of Quarter Four.
- In Quarter Four Adult Social Care saw a small but anticipated increase in days waiting for assessment following the Christmas period. This was quickly resolved in the following months and maintained the positive performance standing with Bury remaining 3rd in Greater Manchester for this measure.
- The proportion of older people (65+) who were still at home 91 days after discharge from hospital was 92% for Quarter Four of 2024-25, a great improvement on the 84% proportion reported at the beginning of the financial year.
- Continued rise in the number of leisure memberships, now at over 4,600, 18% increase from March 2023.

Enabling Actions:

- Bury Council has made a vast improvement in the proportion of staff with a completed annual performance development review (PDR). Reported at 89.3% by year end, an increase of 30%.
- The increase in customer contacts reported over Quarter Four is due to the integration of housing services contacts into the calculation.

Appendix Four: Corporate Plan 2025/26 Objectives and Milestones

Council Priority	Objective	Quarter 1 (Apr, May, Jun) Milestones	Quarter 2 (Jul, Aug, Sep) Milestones	Quarter 3 (Oct, Nov, Dec) Milestones	Quarter 4 (Jan, Feb, Mar) Milestones
Sustainable Inclusive Growth	Delivery of the All Age Work and Skills Strategy and Action Plan	<ul style="list-style-type: none"> • Signed off at Cabinet in April 2025. • Launched in June 25 at the Bury Means Business B2B Business networking event. 	<ul style="list-style-type: none"> • Action plan/Delivery Plan shared and agreed with delivery partners. • Delivery commenced and recorded. 		<ul style="list-style-type: none"> • Annual review against plan and plan for 2026/27.
Sustainable Inclusive Growth	Agree a Local Plan in context of Places for Everyone	<ul style="list-style-type: none"> • Consultation on draft Local Plan (ending 12 May). • Commence analysis of consultation responses. 	<ul style="list-style-type: none"> • Finalise analysis of consultation responses. • Continue to strengthen evidence base. • Amend Local Plan as necessary. 	<ul style="list-style-type: none"> • Publication of Local Plan (Reg 19) to Cabinet. • Commence consultation on Publication Local Plan. 	<ul style="list-style-type: none"> • Compile all necessary information for submission of the Local Plan to Secretary of State.

Sustainable Inclusive Growth	Delivery of a new Housing Strategy	<ul style="list-style-type: none"> • Pipeline of residential sites baselined internally and externally. • Neighbourhoods team training refreshed on tenancy sustainment and prevention of tenancy failure. • Recommencement of Pathfinder project - (reactive enforcement) re civil penalties against rogue landlords. 	<ul style="list-style-type: none"> • Internal and external funding attracted to support derisking of council owned sites and the capital works of the former STH estate. • Acquisitions of properties for affordable housing. • Options for family temporary accommodation scoped further. • Tender of Huntley House and Silver Street closed and accommodation with support mobilised. • Family leasing service reviewed with consideration given to option to adopt internal model . • Actions identified from Independent Living Offer and Sheltered and Extra Care Schemes reviews implemented. 	<ul style="list-style-type: none"> • Acquisition and disposal of properties and sites from/to external Registered Providers or Developers supported. • Development programme for Estate Renewal (former STH estate) agreed internally. • Review report of Pathfinder Project. 	<ul style="list-style-type: none"> • Acquisitions and disposal of properties and sites from/to Registered Providers or Developers on active schemes completed. • Arms length input to Housing Services on agreed Estate renewal programme (former STH estate), procuring contactors as required. • Evaluation of Huntley House and Silver Street temporary accommodation. • New family temporary accommodation service mobilised. • Mobilisation of internal family leasing scheme.
Sustainable Inclusive Growth	Construction of Radcliffe High School, Civic Hub and redevelopment of Radcliffe Enterprise Centre and Market Chambers	<ul style="list-style-type: none"> • Design of access package to Radcliffe High School complete. • Construction of access package commenced. 	<ul style="list-style-type: none"> • Access package to Radcliffe High School complete 		

Sustainable Inclusive Growth	Progress Bury Town Centre Masterplan projects; NORA (Northern Rock Area), Millgate refurbishment, Indoor Market, Chamberhall Phase 2	<ul style="list-style-type: none"> • Millgate refurbishment programme agreed by Joint Venture board. • Adoption of 2025/26 business plan for Millgate asset. • Procurement of Ramsbottom market operator started. • All original roof panels of the Outdoor Market will be removed to make way for the new Canopy roof. 	<ul style="list-style-type: none"> • Seek to secure agreement with investor around Chamberhall Phase 2 Masterplan and delivery strategy exercise complete for NORA. • Final option for indoor market proposed at Cabinet. • New operator for Ramsbottom Market to be announced. 	<ul style="list-style-type: none"> • Outdoor Market Canopy one up and watertight. • Millgate mall refurbishment commences. • Refurbishment of Minden House commences. 	<ul style="list-style-type: none"> • Flexihall operator appointed. • Outdoor Market Canopy one to be completed mid-Feb. • Sub structure for the Flexihall completed. • External works early March.
Sustainable Inclusive Growth	Deliver Prestwich Phase 1	<ul style="list-style-type: none"> • Travel hub under construction • Agree funding strategy (JV board) for phase 1b (public realm). 	<ul style="list-style-type: none"> • Baseline operations management plan for travel hub. • Funding strategy approved by Council for phase 1b • RIBA Stage 4 design commences. • Reserved matters planning submission for phase 2. 		<ul style="list-style-type: none"> • Activate operations management plan for travel hub. • Enabling works for phase 1b commence. • RIBA Stage 4 design for housing commences.
Sustainable Inclusive Growth	Develop & deliver township development plans for Whitefield & Ramsbottom	<ul style="list-style-type: none"> • Develop project plans for both towns. • Deliver quick win projects such as community and business engagement. 	<ul style="list-style-type: none"> • Deliver priority projects identified in Q1 more detail to follow. 	<ul style="list-style-type: none"> • Deliver priority projects identified in Q1 more detail to follow. 	<ul style="list-style-type: none"> • Deliver priority projects identified in Q1 more detail to follow.
Sustainable Inclusive Growth	Progress the Northern Gateway scheme: establish MDC; Western Access OBC and first-phase planning	<ul style="list-style-type: none"> • Northern Gateway MDC consultation. • Receipt of planning applications for part of the Northern Gateway. 	<ul style="list-style-type: none"> • Planning application processing underway 	<ul style="list-style-type: none"> • Northern Gateway MDC established. 	<ul style="list-style-type: none"> • Target period for determination of planning application.

Sustainable Inclusive Growth	Continue to deliver the Local Transport Strategy including Bury Interchange improvements, the Highway Improvement Strategy and the Active Travel Programme	<ul style="list-style-type: none"> • Interchange Phase 1 Southern Access: RIBA stage 3 design (spatial coordination) complete. • ATF2 - Fishpool & Pimhole Active Neighbourhood - construction complete. • MCF Tranche 5 - Fishpool & MCF Tranche 6 Pimhole - construction started. • CRSTS SfA - Radcliffe Phase - construction underway. • Continue to deliver HIS3 	<ul style="list-style-type: none"> • Interchange Phase 1 Southern Access: Planning application approved. • MCF Tranche 5 - Fishpool & MCF Tranche 6 Pimhole - construction underway. • CRSTS SfA - Radcliffe Phase - construction underway. • Continue to deliver HIS3. 	<ul style="list-style-type: none"> • Interchange Phase 1 Southern Access: Contract award. • MCF Tranche 5 - Fishpool & MCF Tranche 6 Pimhole - construction underway. • CRSTS SfA - Radcliffe Phase - construction underway. • Continue to deliver HIS3. 	<ul style="list-style-type: none"> • Interchange Phase 1 Southern Access: Start of works on site. • MCF Tranche 5 - Fishpool & MCF Tranche 6 Pimhole - construction underway. • CRSTS SfA - Radcliffe Phase - construction underway. • Continue to deliver HIS3.
Sustainable Inclusive Growth	Develop Annual Sustainability Plan and progress Climate Change Strategy including town centre heat network and the EV Charging point network	<ul style="list-style-type: none"> • Town Centre Heat Network Final feasibility report reviewed and agreed. • Climate Change Officer recruited. • Options appraisal to identify City Region Sustainable Transport Settlement (CRSTS) funding opportunities commenced. 	<ul style="list-style-type: none"> • Heat network funding opportunities explored to progress to design stage of project. • GMCA procurement for EV ChargePoint contractor supported. • Strategy for EV infrastructure growth in Bury devised. 	<ul style="list-style-type: none"> • Outline business case & development project design stage commenced for town centre heat network. • Work with GMCA regarding processing EV ChargePoint contractor continued. 	<ul style="list-style-type: none"> • Procurement opportunities explored for heat network to progress to outline business case & development project design stages. • Work with GMCA regarding processing EV ChargePoint contractor continued.
Sustainable Inclusive Growth	Support implementation of flood defence scheme by Environmental Agency	<ul style="list-style-type: none"> • Electricity North West (ENW) phase 1 diversion works commence. 	<ul style="list-style-type: none"> • Electricity North West (ENW) phase 2 diversion works commence. 	<ul style="list-style-type: none"> • Electricity North West (ENW) phase 1 and phase 2 diversion works complete. 	<ul style="list-style-type: none"> • Main works on Hardys Gate bridge and flood gates commences in February (subject to Electricity North West works being completed on time).

Improving Children's Lives	Progress the SEND Improvement Journey (inc. free special schools)	<ul style="list-style-type: none"> • 2nd DfE Stocktake Review for SEND Improvement completed. • Millwood Special School Wing - Procurement exercise for contractor completed. 	<ul style="list-style-type: none"> • Millwood Special School wing contractor on site, with work continuing through the rest of the year. 	<ul style="list-style-type: none"> • Annual Regional Sector Led Improvement peer challenge process begins - self-evaluation completed 	
Improving Children's Lives	Continue the transformation of the Pupil Referral Unit offer	<ul style="list-style-type: none"> • Initial technical review of Wellington Road site completed. • Delivery, installation and fitout of the Whittaker Street PRU modulars completed. 	<ul style="list-style-type: none"> • Pupil Referral Unit moved into Whittaker Street interim site. • Phase 1 of environmental and feasibility surveys completed. 	<ul style="list-style-type: none"> • Procurement of Consultants on a Design and Build approach to RIBA 3. • Concept designs, spatial coordination, planning application completed, working with key stakeholders to develop school building and site. 	<ul style="list-style-type: none"> • Confirm site constraints and pre-condition planning requirements from Statutory Consultees i.e. Environment Agency.
Improving Children's Lives	Progress the Children's Social Care Improvement journey: embed family safeguarding; develop commissioning strategy and workforce development	<ul style="list-style-type: none"> • Osted Annual Conversation process completed. • Inspecting Local Authority Children's Services (ILACS) inspection completed (date tba). • Work with Sector Led partner (LCC) on embedding the Family Safeguarding model completed. 	<ul style="list-style-type: none"> • Revised commissioning function in place for Children's Services. 	<ul style="list-style-type: none"> • Annual Regional Sector Led Improvement peer challenge process begins - self-evaluation completed 	
Improving Children's Lives	Establish an Education and Inclusion Strategy	<ul style="list-style-type: none"> • Education and Inclusion strategy completed 	<ul style="list-style-type: none"> • Education and Inclusion strategy launched 		

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	<ul style="list-style-type: none"> • Chesham Fold Children and Family Hub/spoke refurbishment completed. • Scope proposed long-term estate approach to family hubs in Radcliffe, East Bury and Whitefield. 	<ul style="list-style-type: none"> • Develop a proposal to the social care reform. • Chesham Fold spoke family hub provision opened • Long-term estate options for Radcliffe, East Bury and Whitefield confirmed, and plans developed for delivery. 		<ul style="list-style-type: none"> • Finalise approach to implementation of the social care reforms.
Tackling Inequalities	Deliver the Bury Locality Plan update for health and care transformation in the Borough	<ul style="list-style-type: none"> • Development of prevention framework. • Secure sustainable funding for Live Well. • Substance Misuse needs assessment. 	<ul style="list-style-type: none"> • Redevelopment and relaunch of bury directory (digital offer). 	<ul style="list-style-type: none"> • Tobacco control plan refresh Sexual Health Needs assessment. 	<ul style="list-style-type: none"> • Pharmacy needs assessment Substance Misuse needs assessment, Working Well evaluation.
Tackling Inequalities	Develop health inequalities strategy and deliver Adult Social Care Plans	<ul style="list-style-type: none"> • Extra care, dementia and ageing well strategies signed off. 	<ul style="list-style-type: none"> • Deliver adult social care prevention strategy, as a sub section of the prevention framework. • Develop annual Commissioning plans for extra care, dementia and ageing well. 	<ul style="list-style-type: none"> • Procurement of supported living services. 	<ul style="list-style-type: none"> • Award contracts for supported living services and implement. • Delivery of 3-year strategy for Learning Disabilities.
Tackling Inequalities	Accelerate development of the Bury neighbourhood model, in context of GM Live Well approach, including economic inactivity trailblazer pilot	<ul style="list-style-type: none"> • Response to GM Live Well pilot proposal • Bury Live Well exemplar workshops conducted • Agreement of specific location for flagship Live Well centre in the borough 	<ul style="list-style-type: none"> • GM Live Well solution developed for Bury Live Well voluntary sector funding utilisation plan agreed. • Economic Inactivity Test and Learn - 1st test cohort goes live 	<ul style="list-style-type: none"> • Live Well component of neighbourhood-based estate strategy developed. • Economic Inactivity Test and Learn - Further cohorts delivered. 	<ul style="list-style-type: none"> • GM Live Well proposition implemented in Bury Flagship Live Well centre in operation, driving place-based working • Economic Inactivity Test and Learn - Wrap

		<ul style="list-style-type: none"> • Economic Inactivity Test and Learn - Workshops underway to develop placed based test and learn for the Economic Inactivity Pilot linked to Live Well. • Bury submission to GMCA complete. 	<ul style="list-style-type: none"> based at Bury Football Club. • Further cohorts commissioned via VCFA networks. (Procurement process) 		up pilot cohorts and evaluation and end of pilot report.
Tackling Inequalities	Update the anti-poverty action plan and evaluate impact	<ul style="list-style-type: none"> • Approval and sign off of Resolve Poverty proposal on support with new Let's Tackle Poverty strategy for 2026/30 • Sign off and commencement of HSF 2025/26 plan including preventative pilot schemes. • Commencement of first stage of Resident Access Plan, with pilot surgeries beginning in borough localities. • Phase 2 of Revenues and Benefits restructure - building face to face provision into core service delivery model. • Approval and recruitment of managerial support for Let's Tackle Poverty work. 	<ul style="list-style-type: none"> • Commencement of work with Resolve on new strategy including outreach work and information gathering from key stakeholders and residents on impact of previous and current work and improvement areas. • Approval of new Collection and Support structure (formerly Revs and Bens) and start of the permanent support and advice presence in borough localities - Prestwich, Bury, Radcliffe and Ramsbottom and drop-in surgeries at additional, key sites and areas. • Commencement of preventative pilot schemes via HSF funding. 	<ul style="list-style-type: none"> • Winter Welfare drive to ensure vulnerable residents are fully supported over the winter months - utilising HSF support along with focused drive on core delivery of benefits, welfare support, discretionary housing payments, warm hubs and winter wellness packs. • Approval of final Let's Tackle Poverty Strategy 2026/30 sought and obtained. 	<ul style="list-style-type: none"> • Implementation of Let's Tackle Poverty Strategy 2026/30. • Completion of HSF 2025/26 ensuring all funding exhausted and assessment of impact. • Review of Resident Access Plan including impact assessment and improvement / development opportunities for 2026/27.

Tackling Inequalities	Develop the Wellness strategy: leisure business case and deliver the Green Flag Parks Programme and Green Spaces Strategy	<ul style="list-style-type: none"> • Investment strategy for wellness strategy agreed aligning to neighbourhood working and LET's strategy. • Governance structure for wellness strategy and service agreed. • Top Park 3G - pavilion and play area contract completion and tree planting/landscaping. • Maintain 15 Green Flag Sites (13 Parks and 2 Cemeteries) . • Leisure - feasibility work ongoing. 	<ul style="list-style-type: none"> • Agreement to a sustainable finance model for the Wellness service Operational Model. • Top Park 3G - official opening, community use agreement/group, lease and business plan. • Leisure - cabinet report on the future of bury leisure • Maintain 15 Green Flag Sites (13 Parks and 2 Cemeteries). • Consider Findings of the Open Spaces Sport and Recreation Audit to identify priorities (Accessibility, Quantity and Quality) . 	<ul style="list-style-type: none"> • Preparation for implementation of wellness service. • Top Park 3G performance monitoring and inspection. • Leisure - implement and progress decision from cabinet report: Green Flag Mystery Shop Judging across sites but aiming for 50%: Further consideration of Open Spaces Sport and Recreation Audit to Greenspaces Priorities. 	<ul style="list-style-type: none"> • New finance sustainable model for the Wellness Service Operation Model live. • Top Park 3G - complete defects, final accounts/grant draw down. • Implement Green Flag Mystery Shop Improvements and Feedback (Dates TBC). • Look to establish key strategic priorities for Greenspaces .
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	<ul style="list-style-type: none"> • Scoping out community culture fund via UKSPF investment as well as events programme for 2025/26. • Finalising governance and process to disseminate. 	<ul style="list-style-type: none"> • Go live with community culture fund. • BAM - roof contractor appointed through procurement frameworks. • RAMLIB - roof repair complete. 	<ul style="list-style-type: none"> • Community culture fund launched. • BAM - roof repair commences. • UKSPF Culture Community Grants. 	<ul style="list-style-type: none"> • Final reporting and case studies for the Bury Culture Community Fund.
Tackling Inequalities	Implement the New Community Safety Plan	<ul style="list-style-type: none"> • CSP Delivery plan agreed for 3-year period. • Keeping Town Centres Safe This Summer plan agreed. 	<ul style="list-style-type: none"> • Commissioning of domestic abuse safe accommodation led by CSP. 	<ul style="list-style-type: none"> • Serious violence duty needs assessment refreshed. • Update on delivery presented to Overview and Scrutiny. 	<ul style="list-style-type: none"> • Refreshed Bury Domestic Abuse Strategy. • CSP Annual delivery plan reviewed.

Tackling Inequalities	Deliver on plans to improve social housing, including decarbonisation and increase tenant satisfaction	<ul style="list-style-type: none"> • Neighbourhoods team training refreshed on tenancy sustainment and prevention of tenancy failure. 	<ul style="list-style-type: none"> • Submit Social Housing Decarbonisation Fund wave 3 bid to GMCA • Establish understanding of current quality & efficiency of delivery of repairs service • Systems in place to ensure tenant voices can influence decision making 	<ul style="list-style-type: none"> • Procurement of delivery partners completed for SHDF. • Start programme of work for SHDF. • Actions identified from Independent Living Offer and Sheltered and Extra Care Schemes reviews implemented. 	<ul style="list-style-type: none"> • Complete programme of work for SHDF. • Annual capital housing stock investment programme delivered. • Review of repairs service complete. • Housing asset management strategy finalised for 2026 onwards. • Evidence of outcomes from enabling tenant voice within decision making.
Enabling Actions - Financial Sustainability	Delivery of MTFS Savings and develop 2026/27 MTFS	<ul style="list-style-type: none"> • Budget holder sign-off facilitated for the content of their 2025/26 budgets. • Methodology and scheduling agreed for the Zero-based Budget Review (ZBR). • 2024/25 outturn position reviewed to support MTFS refresh. • Financial performance including agreed savings reviewed monthly. 	<ul style="list-style-type: none"> • Report 2024/25 Outturn to July Cabinet. • ZBR reviews completed. • MTFS assumptions and impact on the forecast funding gap refreshed. • Budget proposals for 2026/27 developed. • Q1 2026/27 forecast position reported to September Cabinet. • Budget consultation approach agreed. 	<ul style="list-style-type: none"> • Cabinet engaged with regarding budget proposals to be taken forward to and presented at November Cabinet for decision alongside refreshed MTFS. • 2025/26 Q2 financial performance report presented to December Cabinet. 	<ul style="list-style-type: none"> • 2026/27 Budget recommendations presented to Overview & Scrutiny, Cabinet and Council. • 2025/26 Q3 financial performance reported to March Cabinet.
Enabling Actions - Financial Sustainability	Refresh of the Capital Programme	<ul style="list-style-type: none"> • Finalise out turn for 2024/25, presented at July cabinet and impact on 2025/26 programme identified 	<ul style="list-style-type: none"> • Zero based budget reviews complete. 	<ul style="list-style-type: none"> • Updated capital programme and capital strategy presented to cabinet in November for approval. 	<ul style="list-style-type: none"> • 2026/27 capital programme and capital strategy approved at cabinet and council in February.

		Capital Programme refreshed.			
Enabling Actions - Financial Sustainability	Production of a Commercial Strategy	<ul style="list-style-type: none"> • Draft commercial strategy developed to establish principles for commercial decisions considered. 	<ul style="list-style-type: none"> • Draft strategy informally shared with members for feedback. 	<ul style="list-style-type: none"> • Commercial Strategy presented at cabinet for approval. 	
Enabling Actions - Financial Sustainability	Improve strategic commissioning and procurement	<ul style="list-style-type: none"> • Procurement and commissioning group established, reporting to the Strategic Finance Board. • Procurement pipeline for the next 18 months published and new gateway process for procurement sign-off agreed. • New operating model for Procurement and Contract Management identified. 	<ul style="list-style-type: none"> • Procurement and Contract Management new operating model implemented. • Programme of content review activity agreed and progressed, linking to delivery of agreed contract savings and aligning with initial outcomes of ZBR. 	<ul style="list-style-type: none"> • 2025/26 savings delivered. 	<ul style="list-style-type: none"> • 2025/26 savings fully delivered • Further 2026/27 pipeline and strategic contract review priorities updated.
Enabling Actions - Financial Sustainability	Deliver finance restructure and improvement plan	<ul style="list-style-type: none"> • Consultation on phase one of finance restructure complete and final structure agreed. • Recruitment commenced. 	<ul style="list-style-type: none"> • Recruitment conducted Phase 2 restructure consultation commenced. 	<ul style="list-style-type: none"> • Outcomes of phase 2 consultation considered, finalising structure. • Additional recruitment for phase 1 complete, if required. 	<ul style="list-style-type: none"> • Implementation of phase 2 restructure.

Enabling Actions - Workforce, Culture & Inclusion	Develop HR Service Improvement plan	<ul style="list-style-type: none"> • Service demand analysis completed, and urgent resource request/s submitted. 	<ul style="list-style-type: none"> • Service improvement plan draft - with short term and long-term resource proposals - stakeholder engagement. • Work to commence on urgent activity. 	<ul style="list-style-type: none"> • Final plan approved with budget and workplan agreed. • Commence sourcing additional capacity/capability and workplan delivery. 	<ul style="list-style-type: none"> • Backfill internal movement and review first phase of activity.
Enabling Actions - Workforce, Culture & Inclusion	Deliver the Inclusion Strategy	<ul style="list-style-type: none"> • Form a women and girls forum for Bury. • Staff disability network re-launched. 	<ul style="list-style-type: none"> • Equality monitoring questions standardised. 	<ul style="list-style-type: none"> • Workplace adjustment process in place. • Equality Impact Assessment (EIA) process refreshed incorporating the impact on health inequalities (in partnership with Public Health). 	<ul style="list-style-type: none"> • Becoming an anti-racist organisation senior champions, training and internal reciprocal mentoring programme in place.

Enabling Actions - Workforce, Culture & Inclusion	Quarterly OD programme to embed LETS principles	<ul style="list-style-type: none"> • Launch of LET'S refresh brochure through Team Bury and partners. Update Bury internet and Intranet pages with updated content. • Launch of community clean up dates over the summer. • Launch of new staff network group Bury Shakers. • Launch of new induction portal. • New Local staff award winner video launched. 	<ul style="list-style-type: none"> • New Enterprise staff award winner video launched. • Host staff wellbeing, reward and benefits day. • Focus on apprenticeships and development through drop-in session and SLT engagement from OD team. • Launch of the LET'S do it brilliantly awards nomination process. 	<ul style="list-style-type: none"> • Delivery of team building events. • Staff focussed sessions over festive period. • Host LET'S do it brilliantly awards. • Annual staff survey takes place. 	<ul style="list-style-type: none"> • All staff celebration event held to showcase LET'S in action.
Enabling Actions - Workforce, Culture & Inclusion	Ensure continued compliance with PDRs, Mandatory Training and Service Planning inc. Health & Safety	<ul style="list-style-type: none"> • Launch of manager dashboards and collect feedback. • Annual health and safety report for 2024/25 published including progress against strategy actions, KPIs and review of all incidents. • H&S risk assessments documentation uploaded from all services. • Focus on employee reviews and mandatory 	<ul style="list-style-type: none"> • Move to cloud-based e-learning system, including comms package and drop-in sessions for staff. • Quarterly comms on compliance figure on employee reviews and mandatory training. 	<ul style="list-style-type: none"> • Quarterly comms on compliance figure on employee reviews and mandatory training. • Comms push on employee reviews and mandatory training. 	<ul style="list-style-type: none"> • Quarterly comms on compliance figure on employee reviews and mandatory training. • Produce end of year performance report.

		training inc Learning at work week.			
Enabling Actions - Transformation	Implementation of the Digital Strategy	<ul style="list-style-type: none"> • Draft iteration of digital strategy developed. 	<ul style="list-style-type: none"> • Digital strategy produced, signed off and published. 		
Enabling Actions - Transformation	Delivery of the Unit 4 Upgrade and change plan	<ul style="list-style-type: none"> • Unit 4 detailed programme plan and Bury capacity requirements signed off through the programme governance arrangements. (Assurance reporting to both Performance, Delivery and Transformation and Strategic Finance Boards) Phase 1 of the finance restructure implemented. 	<ul style="list-style-type: none"> • Phase 2 of new Finance Structure developed for consultation, informed by the Unit 4 upgrade transformation programme. • Delivery of the Unit 4 upgrade tracked against agreed milestones. 	<ul style="list-style-type: none"> • Delivery of the Unit 4 upgrade tracked against agreed milestones. 	<ul style="list-style-type: none"> • Delivery of the Unit 4 upgrade tracked against agreed milestones.

Enabling Actions - Transformation	Confirm the Council's Corporate Estate Plan	<ul style="list-style-type: none"> • Completion of single reconciled estate asset register. • Consolidation of the council's property function within the new Place Directorate. • Estates Integrated Land & Property / Facilities Management team. 	<ul style="list-style-type: none"> • Complete COPE data collection and surveying. • Baseline first draft corporate estates policy. • Complete early-stage design and business case for Bury Town Hall refurbishment. 	<ul style="list-style-type: none"> • Baseline corporate property protocols. 	
Enabling Actions - Transformation	Increase community engagement and cohesion through the new VCFA SLA	<ul style="list-style-type: none"> • Commence monitoring of 2025/26 SLA. • Soft launch of Bury Fund as single investment programme. • Development of cohesion activity within CSP round table discussions. • Localised activity around volunteer's week. 	<ul style="list-style-type: none"> • Final agreement of Memorandum of Understanding between VCFSE sector and public services. • Promotion of and engagement through cohesion anchor events including Collabor8, fringe events at Bury Mela and Bury Pride; community stage at GlastonBury. • Engagement through joint patrols within Keeping Town Centres Safe at Summer activity. 	<ul style="list-style-type: none"> • Co-operative Council Innovation Network Policy Lab delivery with GMCA on youth voice in conjunction with GMCA led Gather Movement activity. Refreshed Bury Hate Crime Strategy. 	<ul style="list-style-type: none"> • Localised activity for Greater Manchester Hate Crime Awareness week.

Appendix Five: Corporate Plan 2025/26 Key Performance Indicators

Sustainable Inclusive Growth

- Annual Housing completions boroughwide
- Number of housing units completed in the borough which are affordable
- % Housing completions on brownfield land boroughwide
- Number of EV charging points
- Number of air quality monitoring stations breaching nitrogen dioxide targets
- Total CO2 emissions produced within the borough
- Total CO2 emissions resulting from council operations
- % of street lighting converted to LED
- Energy efficiency of housing
- Claimant Count
- EET
- UK Business Counts
- Job Density
- Jobs by Industry
- Digital skills and access

Improving Children's Lives

- Number of children in Bury schools with an EHCP
- % of EHCP plans issued on time (within 20 weeks)
- New EHCPs issued in the last 12 months
- Refusal rate for new EHCPs
- Rate of permanent exclusions
- Rate of CLA per 100,000
- Rate of CPP per 100,000
- Rate of open CIN per 10,000
- Rate of referrals per 10,000
- Re-referrals children with a previous referral within 12 months of their latest referral
- % current frontline social workers who are agency workers

Tackling Inequalities

- Economic Inactivity
- How safe do you feel when out in your local area – GM Crime Survey
- % of residents who are confident that they could get help from GMP in an emergency – GM Crime Survey
- % of residents who feel their community is a place where people from multiple backgrounds get along – GM crime
- Number of grants awarded through the Community Culture Fund
- Average waiting time on housing register
- Number of rough sleepers currently being supported
- Number of statutory homeless cases open

- Number of households in temporary accommodation
- Social Housing Improvement
- Vaccinations – priority groups
- 2.5 year checks
- Waiting time for ASC needs assessment
- % of adult social care providers rated good or outstanding
- IAPT waiting times % 6 weeks or less from referral
- Smoking Prevalence in adults (18+) - current smokers (APS) (1 year range)
- Percentage of physically active adults
- Percentage of physically active children and young people
- Overweight (including obesity) prevalence in adults (18+ yrs)
- Reception: Prevalence of overweight (including obesity)
- Year 6: Prevalence of overweight (including obesity)
- MMR for two doses (5 years old)
- Under 75 mortality rate from all circulatory diseases (Persons, 1 year range) (Directly standardised rate per 100,000, includes heart disease and stroke)
- Under 75 mortality rate from liver disease
- Cancer screening coverage: cervical cancer (aged 50-64)
- Cancer screening coverage: bowel cancer
- School readiness: percentage of children achieving a good level of development at the end of Reception
- Number of children in relative low-income families (under 16s)

Enablers

- % savings delivered
- Underspend in year
- Forecast funding gap MTFs
- % Council Tax Collected
- % Business Rates Collected
- % PDRs completed
- % mandatory training completed
- H&S Assessment
- Sickness absence
- Staff turnover
- Total number of VCFA volunteers
- Pulse Survey
- Improvement in the borough rank within GM for digital connectivity based on the % of people over 16 who state they have not used the internet in the last 6 months or ever.
- GM Neighbourhood Floor Target - % of premises unable to access download speeds of at least 30 mbits/s