

<b>Report to:</b>	Cabinet	<b>Date:</b> 03 December 2025
<b>Subject:</b>	Corporate Plan Quarter Two 2025-26 Performance & Delivery	
<b>Report of</b>	Deputy Leader and Cabinet Member for Finance and Transformation	

## Summary

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

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

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

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

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

### **Recommendation(s)**

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

### **Reasons for recommendation(s)**

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

### **Alternative options considered and rejected**

7. Not applicable.

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### **Report Author and Contact Details:**

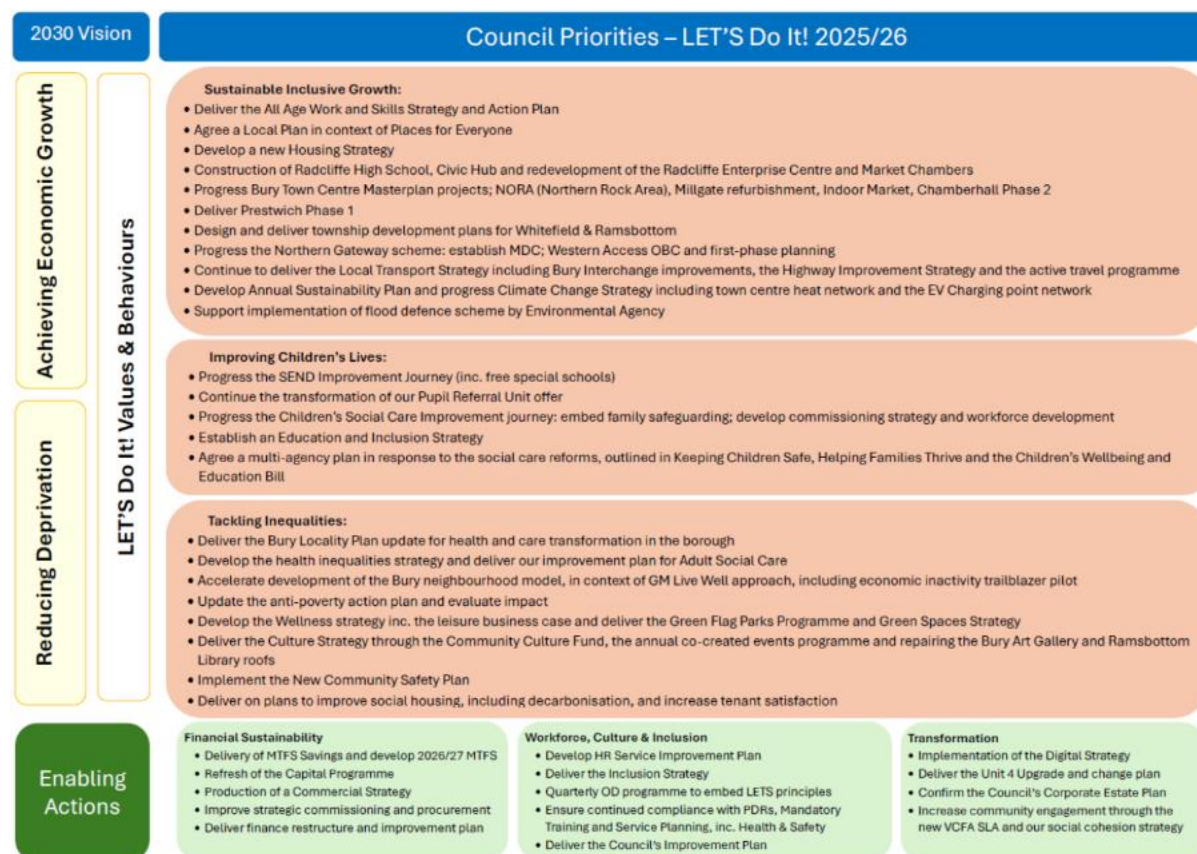
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## Background

### 8. Background

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



### Links with the Corporate Priorities:

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

### Equality Impact and Considerations:

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

### Environmental Impact and Considerations:

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

### Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation

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

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

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#### **Financial Implications:**

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

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#### **Appendices:**

None.

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#### **Background papers:**

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

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

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

## **Corporate Plan Q2 2025-26 Performance & Delivery**

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

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

### **2. Sustainable Inclusive Growth**

#### **2.1. Key Achievements**

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

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

### **3. Tackling Inequalities**

#### **3.1. Key Achievements**

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

## **4. Improving Children's Lives**

### **4.1. Key Achievements**

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



## 5. Enablers

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

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

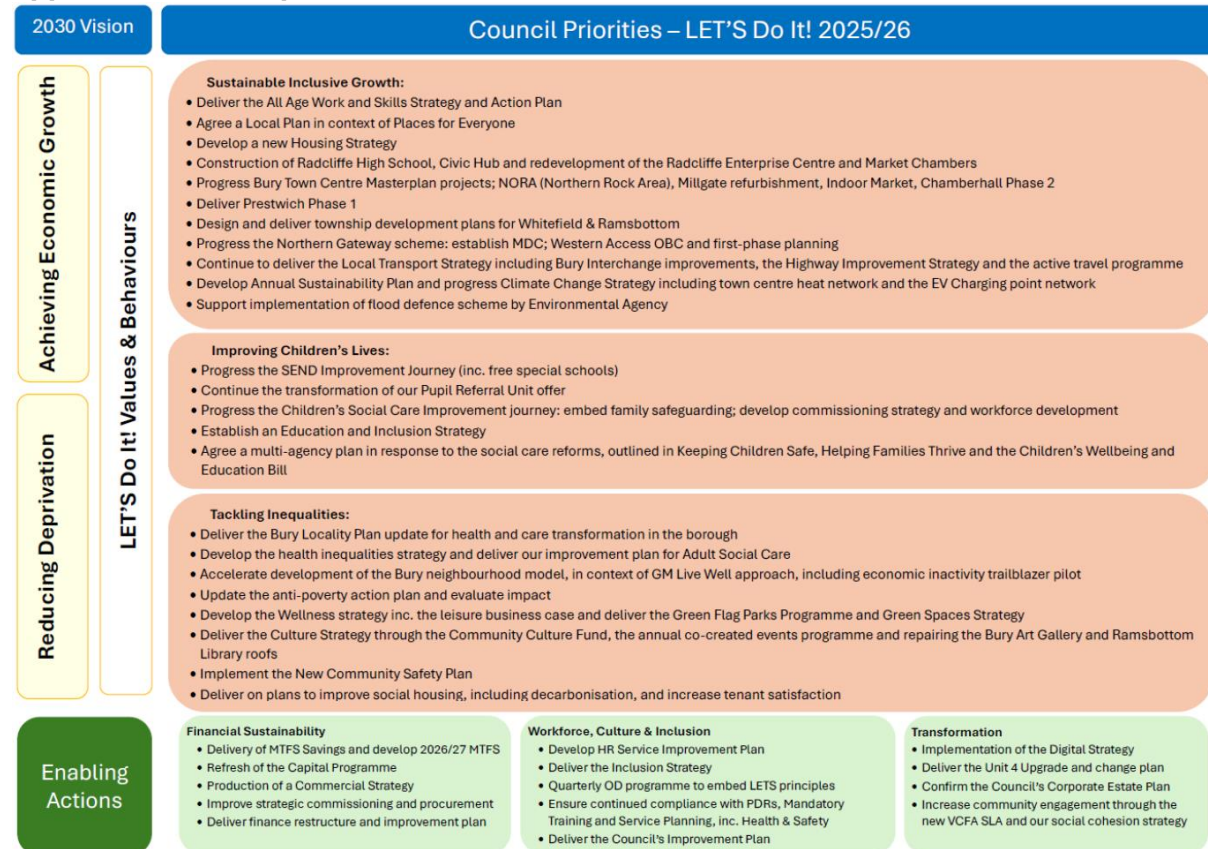
### In terms of the Council's workforce:

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

## 6. Conclusion

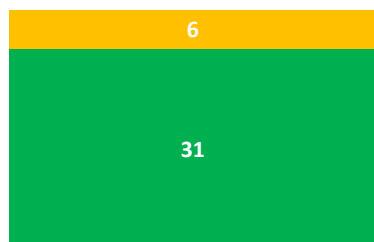
This quarter continues to reflect positive delivery for the 2025/26 Corporate Plan where no objectives are currently at risk of delivery. There are a large number of amber milestones which will be reviewed before Quarter Three to horizon scan any potential non-delivery within year and support services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

## Appendix One: Corporate Plan 2025-26

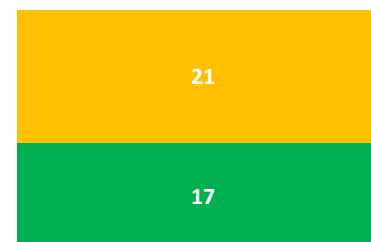


## Appendix Two: Corporate Plan Q2 2025-26 Delivery Summary

### Corporate Plan Objective Delivery RAG Status



Quarter 1 Objective RAG Rating



Quarter 2 Objective RAG Rating

■ On track ■ Not on track - risk addressed

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

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

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

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

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



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



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

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

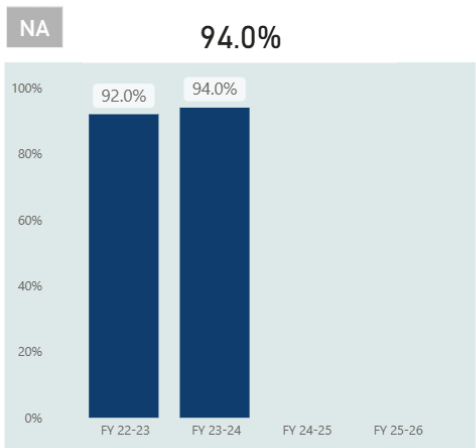
Council Priority	Objective	Quarter 2 Objective Update	Quarter 2 Objective RAG Rating
		80% of signed Risk Assessment Needs Checkers have been uploaded (76/95 service areas)	
<b>Enabling Actions - Transformation</b>	Implementation of the Digital Strategy	Investment case developed for DDaT team and is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

Appendix Three: Corporate Plan Performance Dashboards

Priority: Growth - Corporate Performance - Power BI

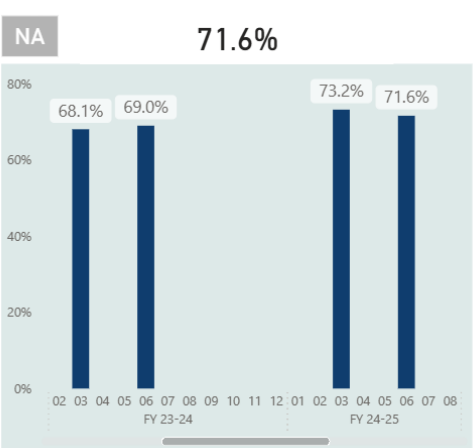
% Housing completions on brownfield land boroughwide

High is good



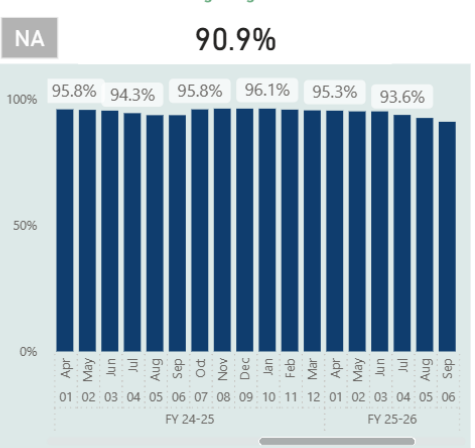
% of street lighting converted to LED

High is good



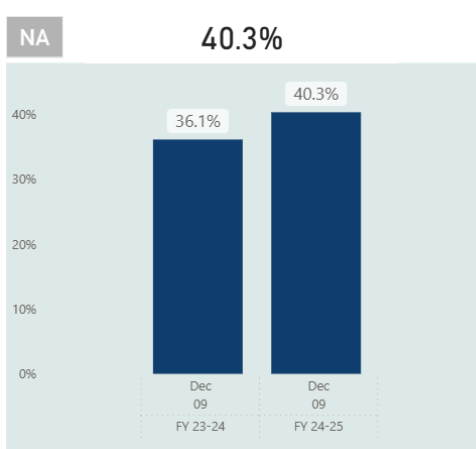
Education, Employment, or Training (EET) of 16-17 year olds (%)

High is good



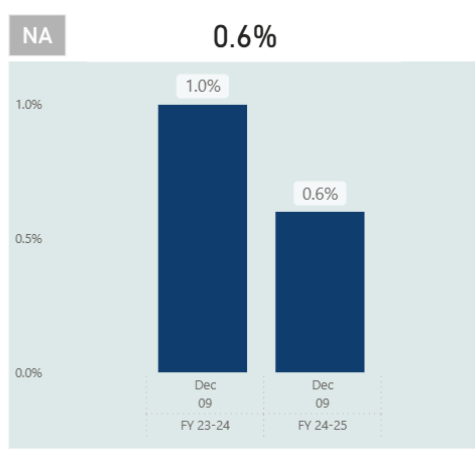
Energy efficiency of housing in the borough (% Band A-C)

High is good



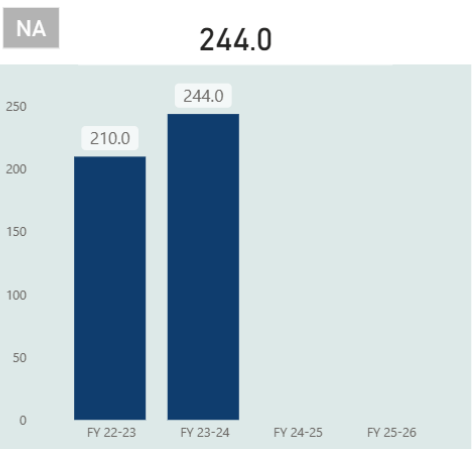
GM Neighbourhood Floor Target - % of premises unable to access download speeds of at least 30 mbits/s

Low is good



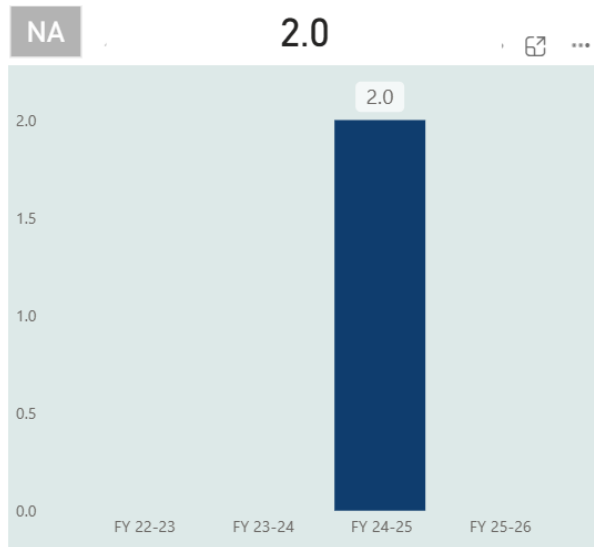
Annual housing completions boroughwide

NA



Borough rank within GM for digital connectivity

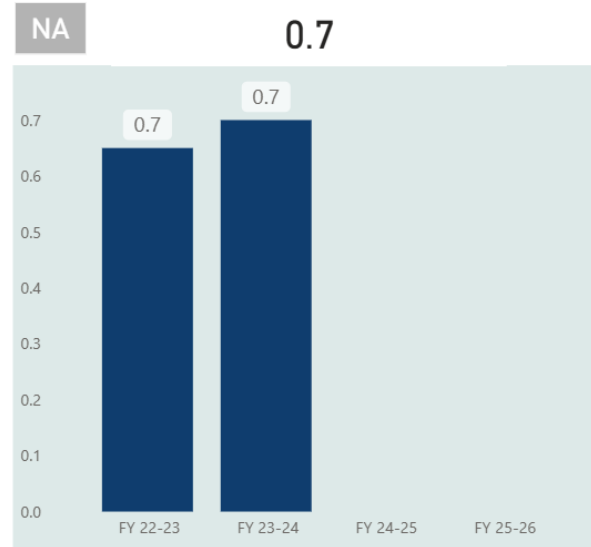
Low is good



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

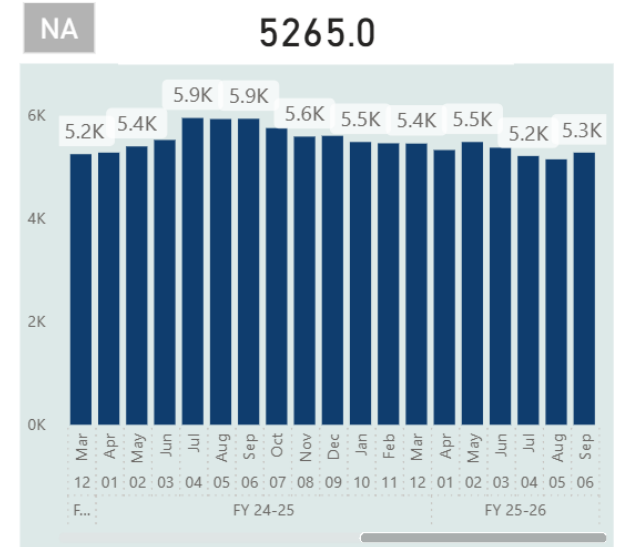
NA

NA



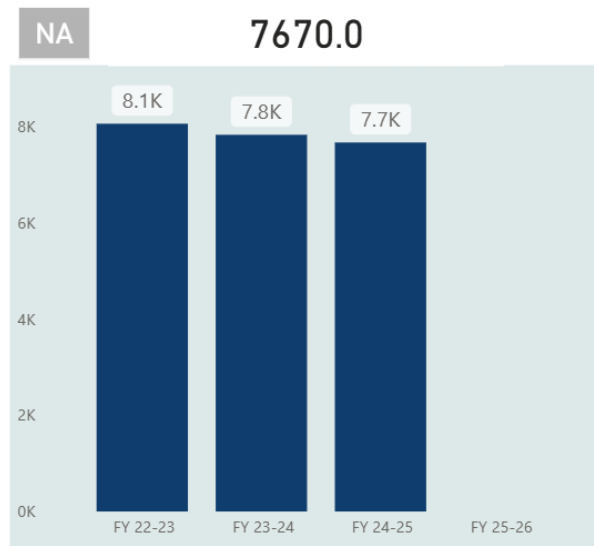
NOMIS Claimant Count

Low is good



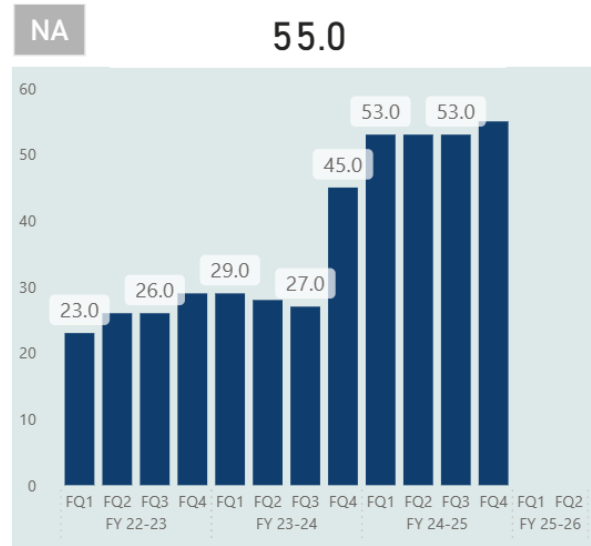
UK Business Count

High is good



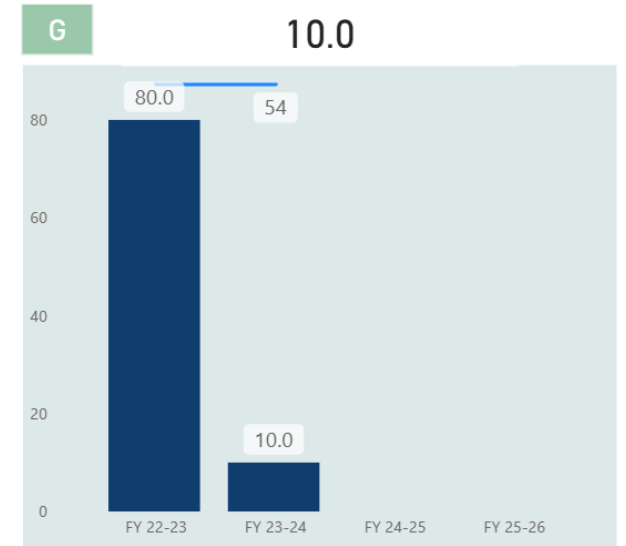
Number of EV Charge Points

High is good



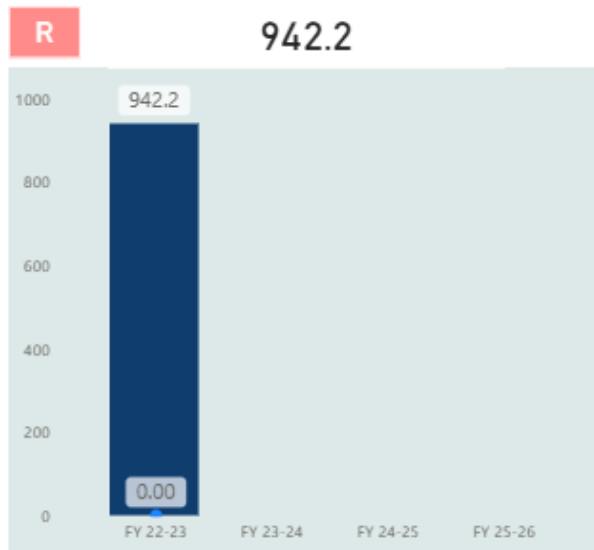
Number of housing units completed in the borough which are affordable

High is good



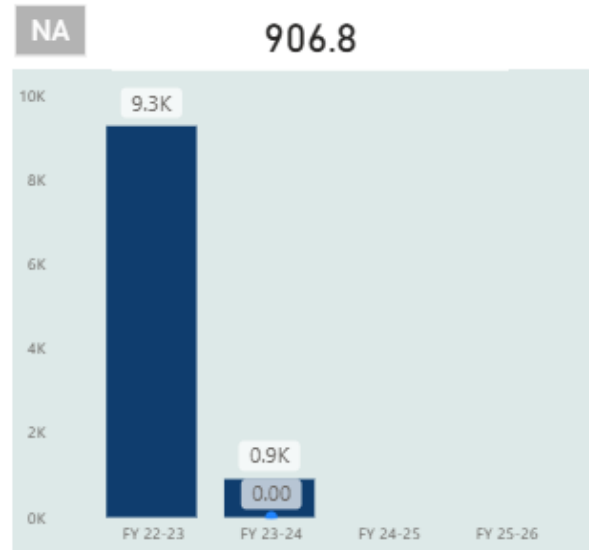
Total CO2 emissions produced within our borough

Low is good

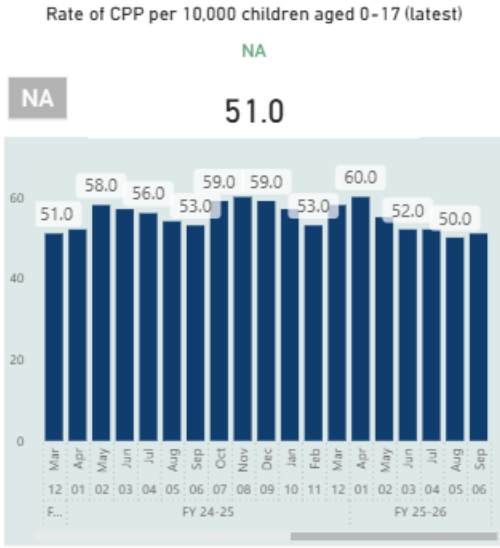
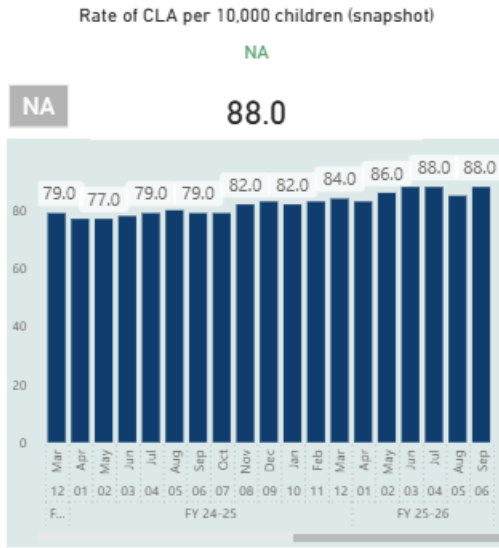
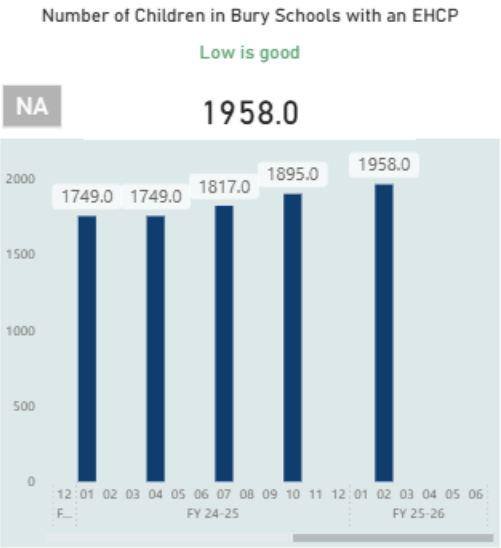
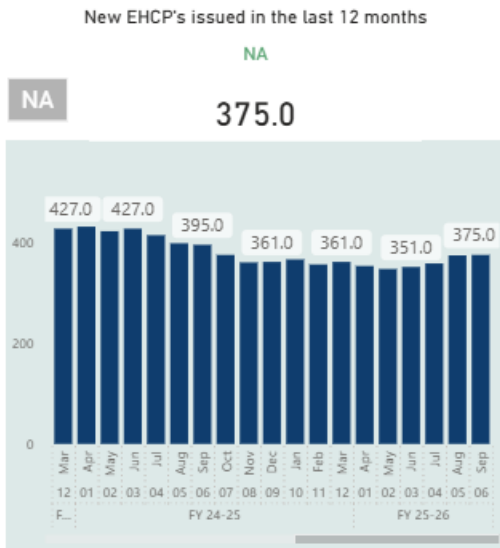
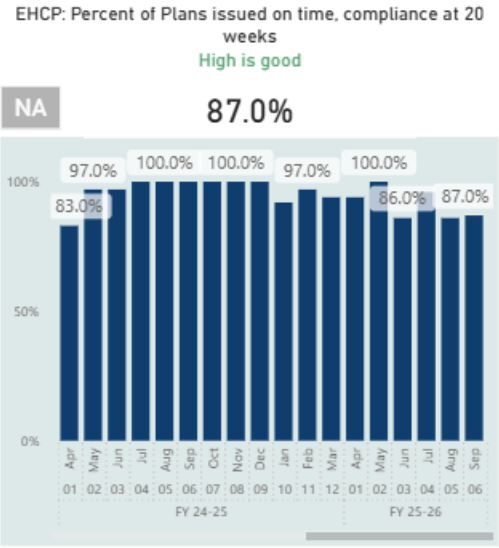
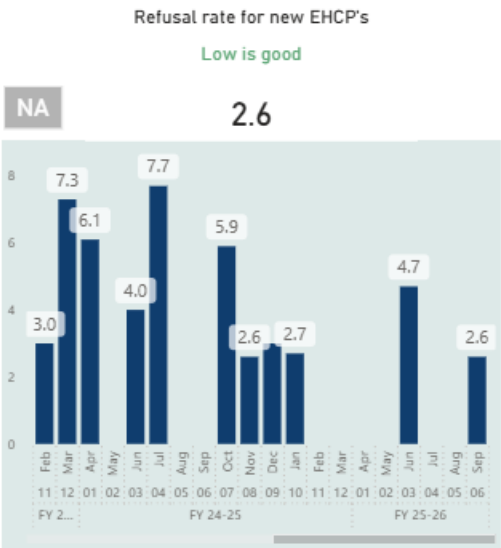


Total CO2 emissions produced within our borough

Low is good



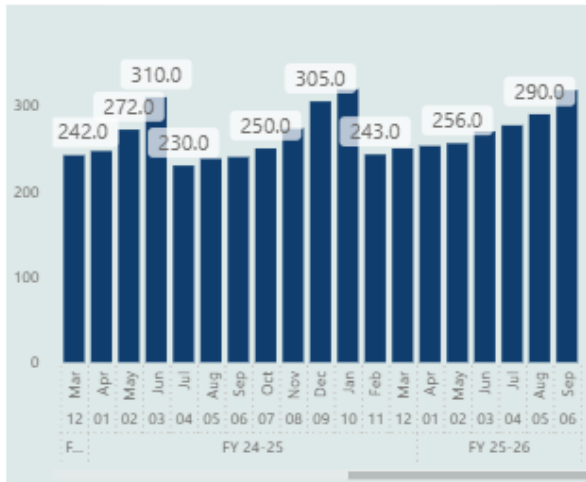
Priority: Improving Children's Lives - Corporate Performance - Power BI



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

NA

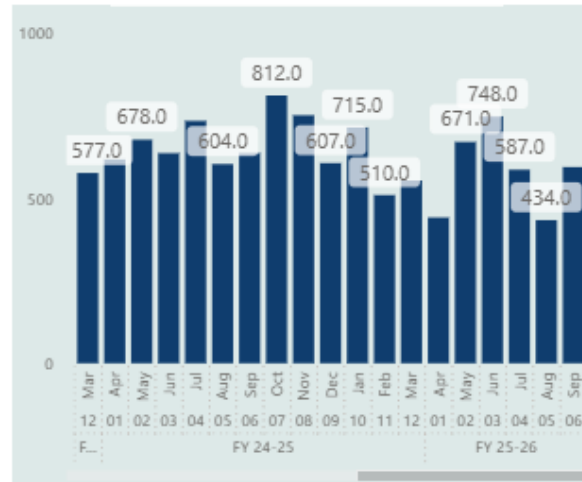
NA 318.0



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

NA

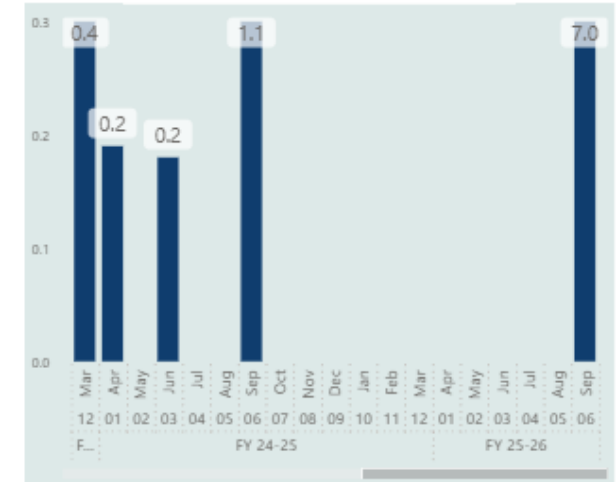
NA 595.0



Rate of School Permanent Exclusions

Low is good

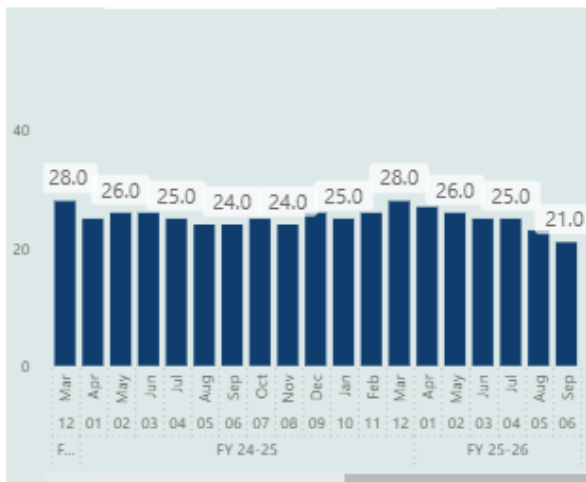
NA 7.0



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

Low is good

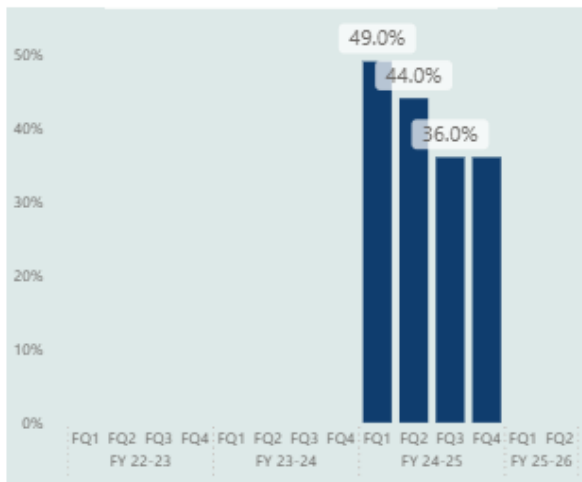
NA 21.0



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

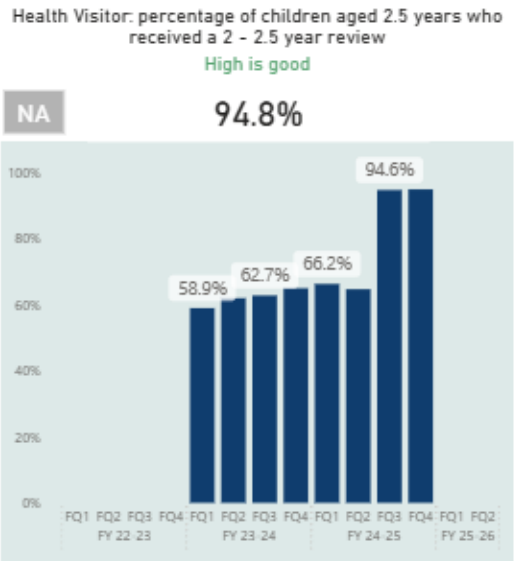
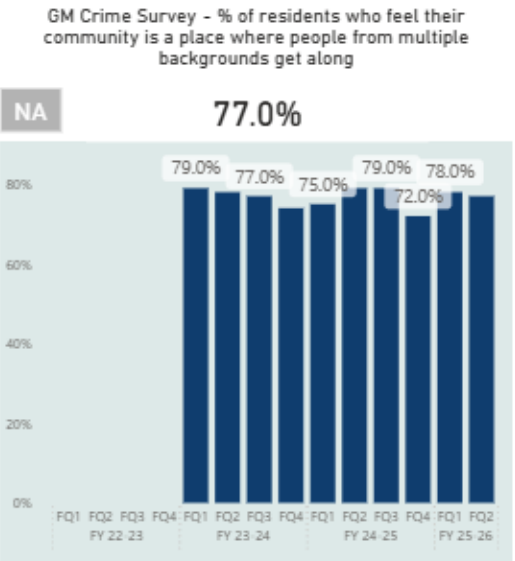
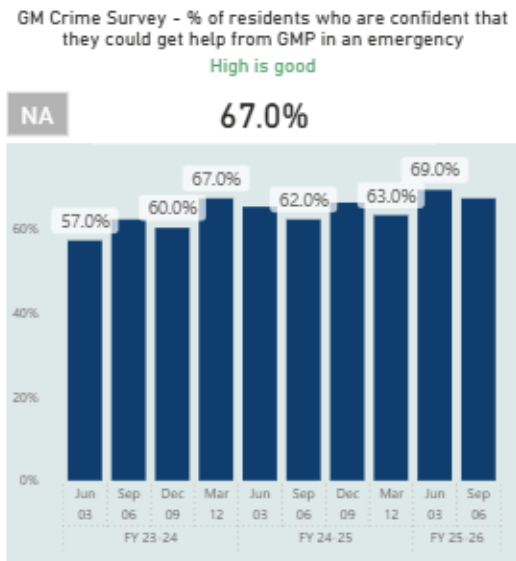
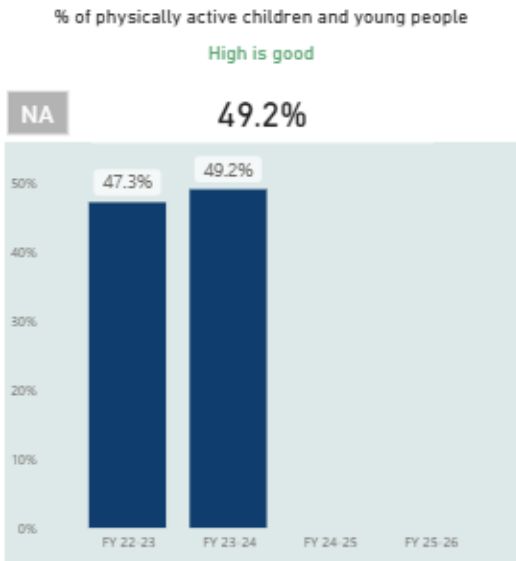
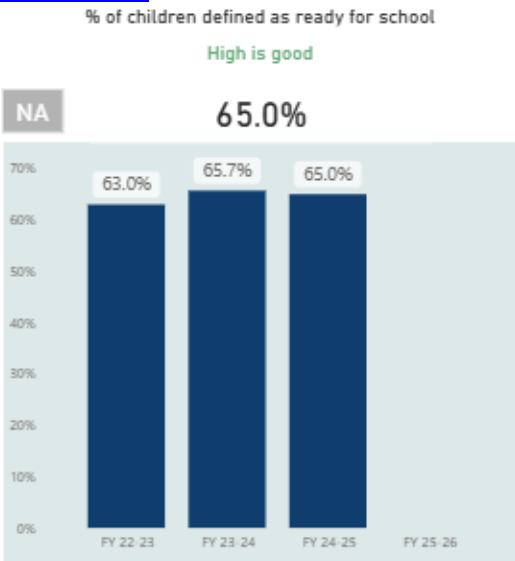
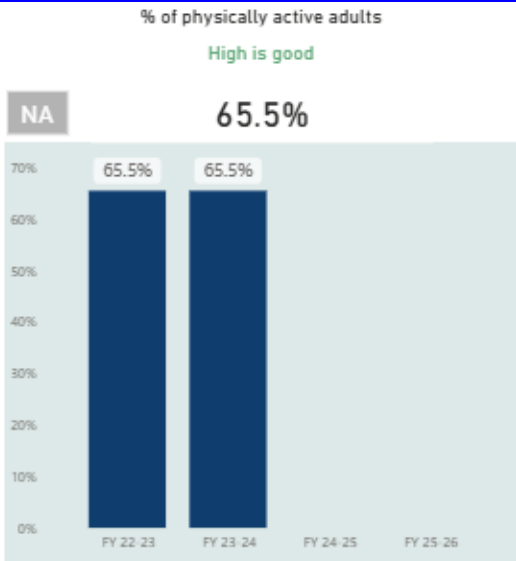
NA

NA 36.0%



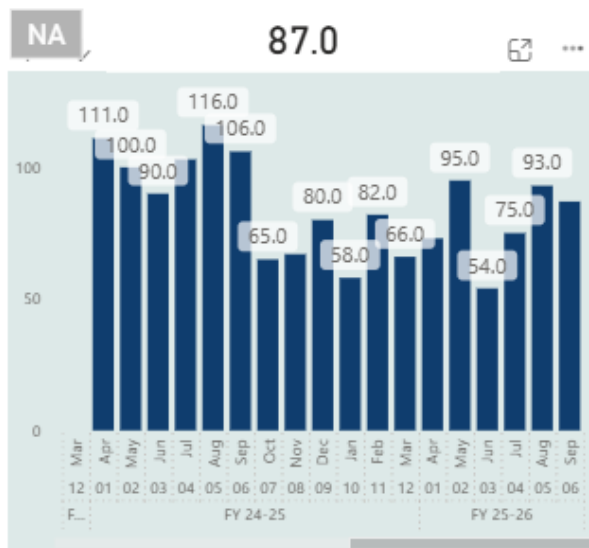


Priority: Tackling Inequalities - Corporate Performance - Power BI



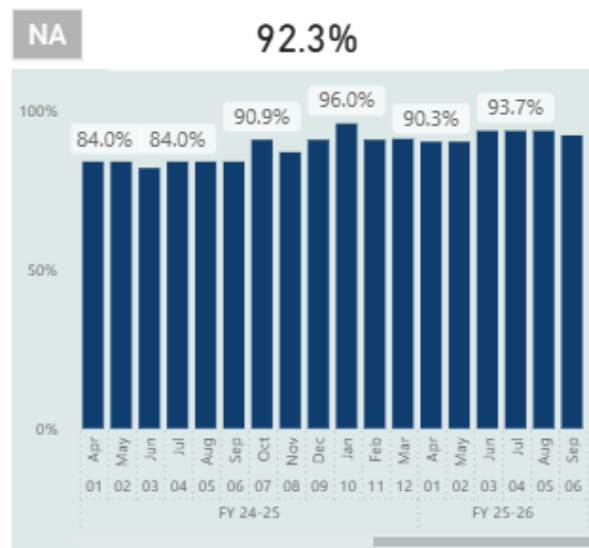
Number of people on waiting list for ASC needs assessment (snapshot last day of the month)

Low is good



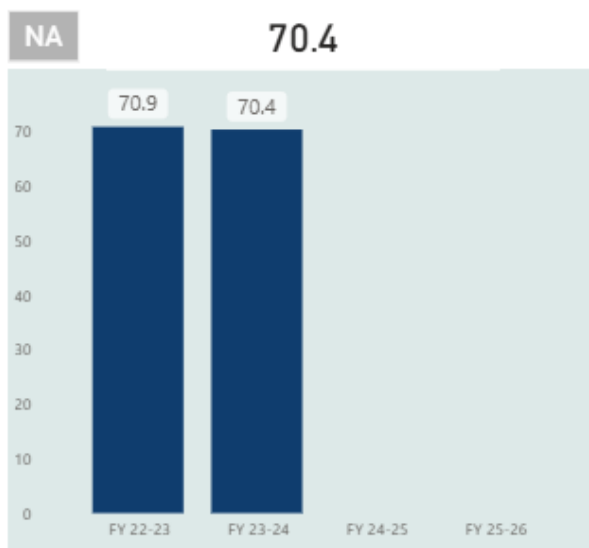
The percentage of adult social care providers rated good or outstanding by CQC

High is good



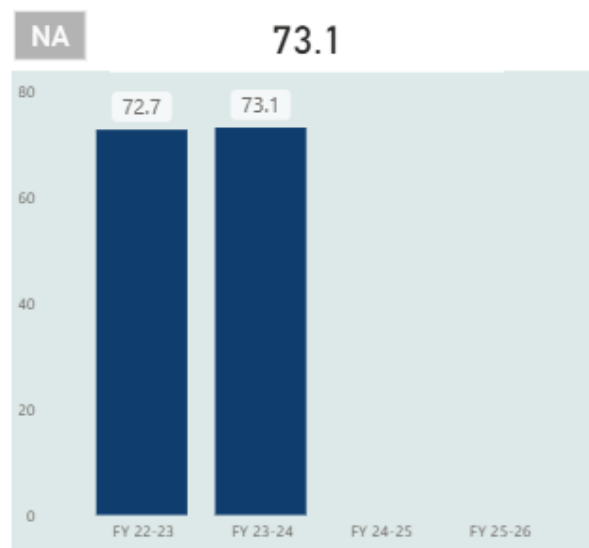
Cancer screening coverage: bowel cancer

High is good



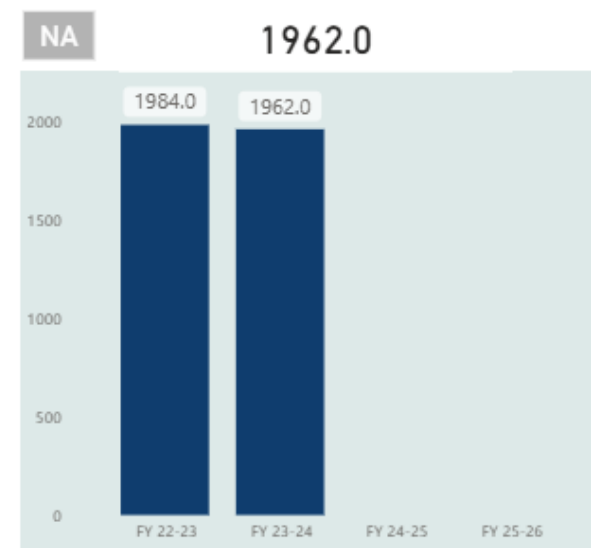
Cancer screening coverage: cervical cancer (aged 50-64)

High is good



MMR for two doses (5 years old)

High is good

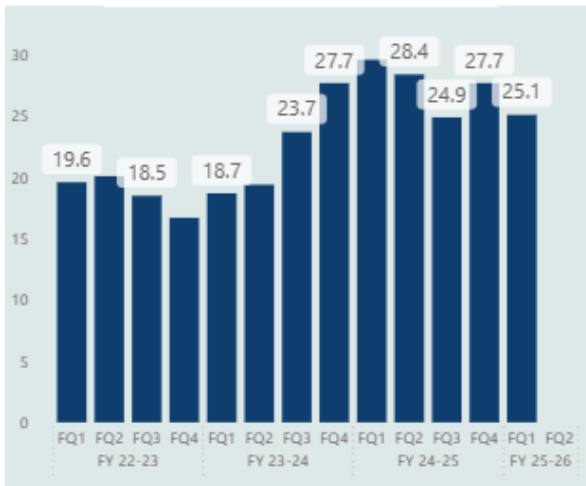


Economic Inactivity

Low is good

NA

25.1

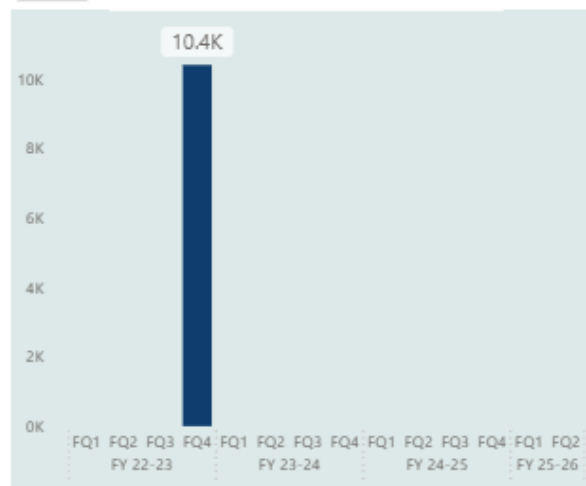


Number of children in relative low income families (under 16s)

Low is good

NA

10.4K

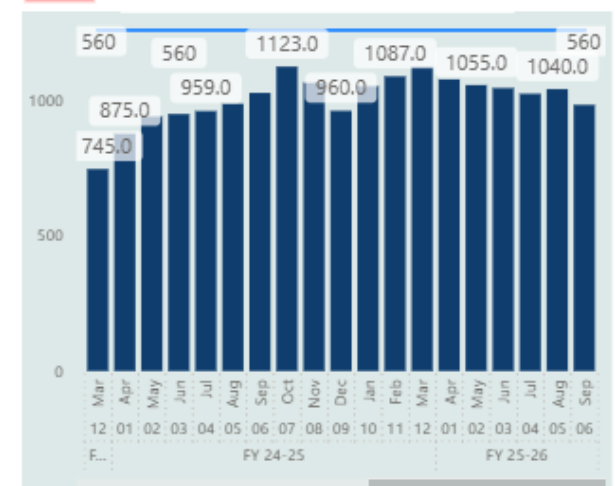


Number of statutory homeless cases open on the last day of the month

Low is good

R

982.0

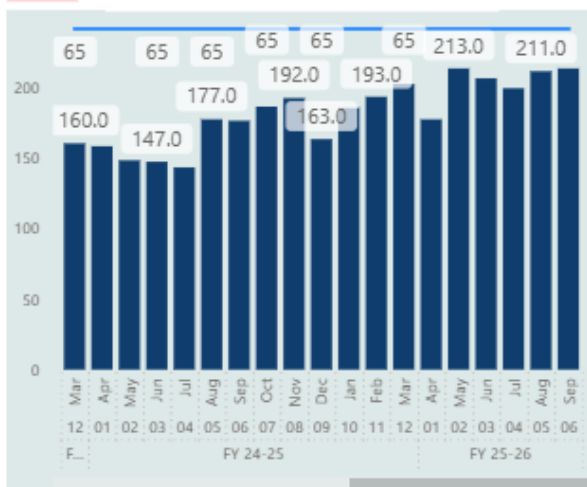


Number of households in temporary accommodation on last day of the month

Low is good

R

213.0



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

Low is good

NA

787.0



Number of rough sleepers currently being supported

High is good

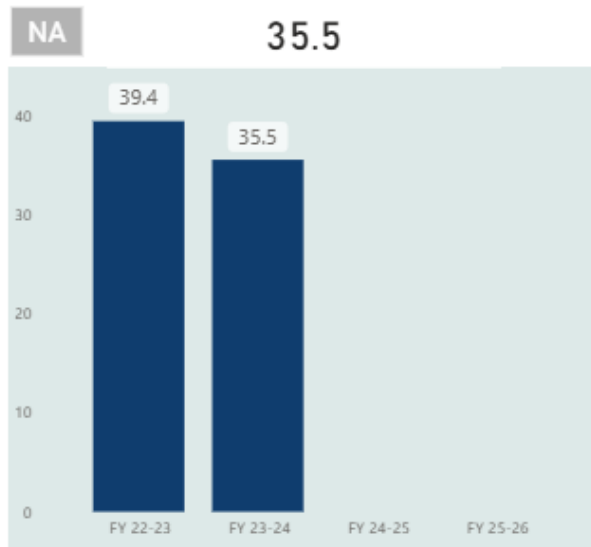
NA

103.0



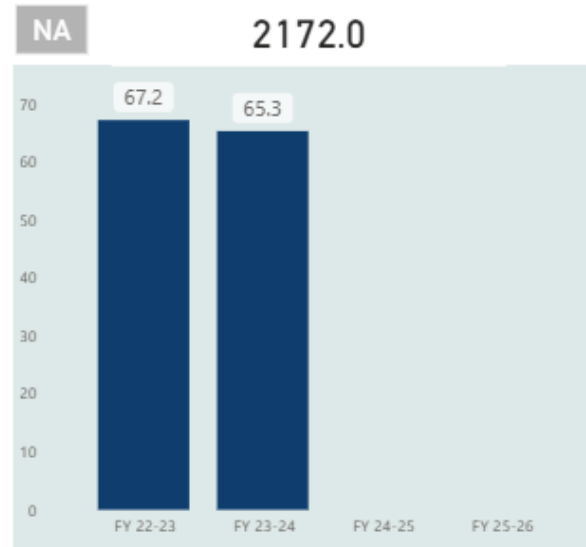
Year 6: Prevalence of overweight (including obesity)

Low is good



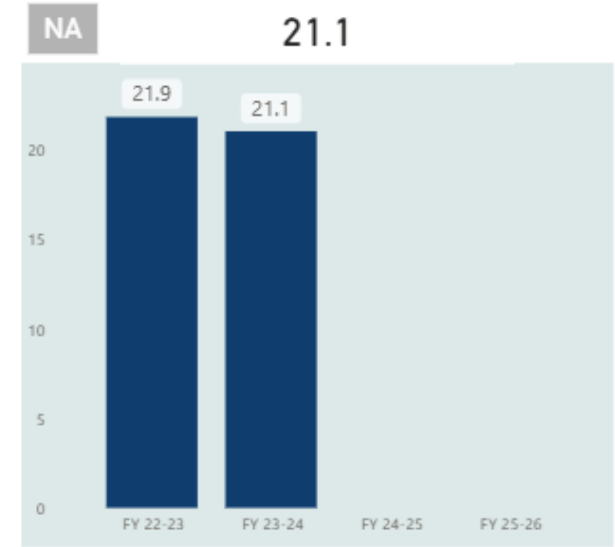
Overweight (including obesity) prevalence in adults (18+ yrs)

Low is good



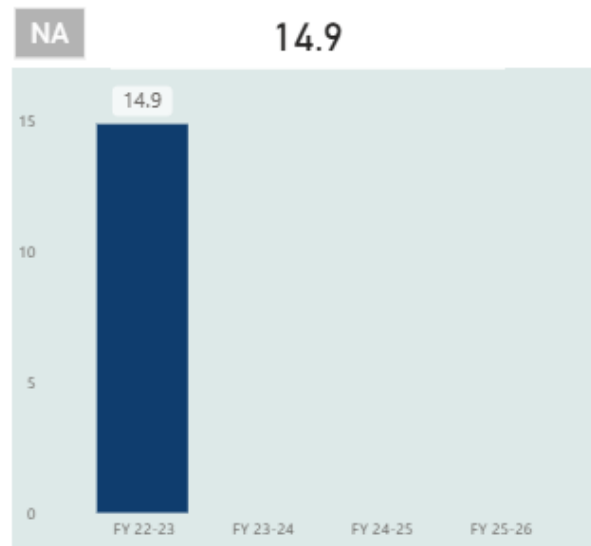
Reception: Prevalence of overweight (including obesity)

Low is good

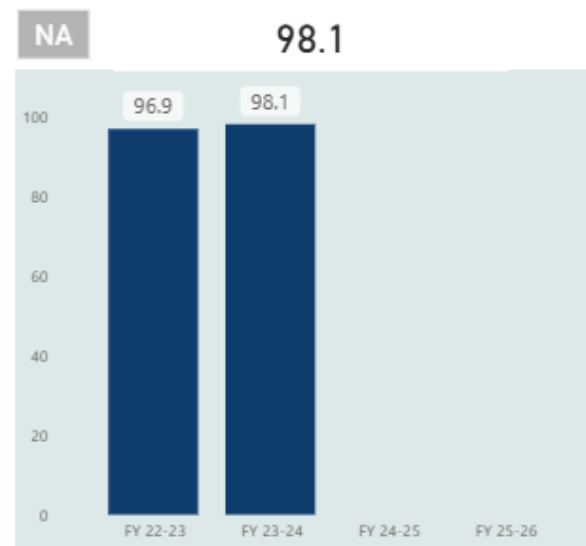


Smoking prevalence in adults (15+) - current smokers (QOF)

Low is good

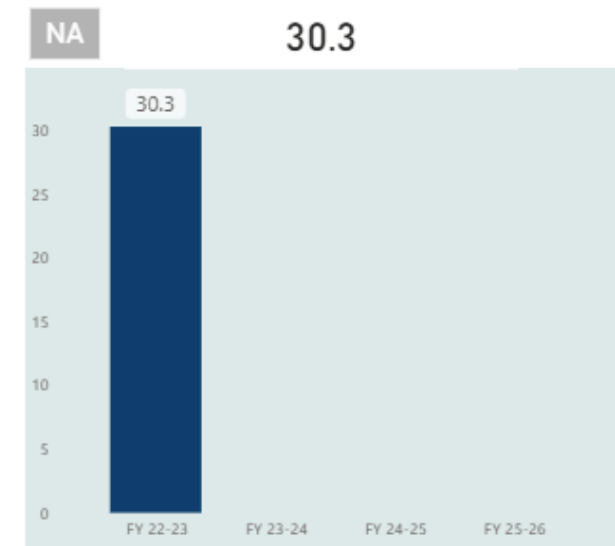


Under 75 mortality rate from all cardiovascular diseases (Persons, 1 year range) (Directly standardised rate per 100,000, includes heart disease and stroke)

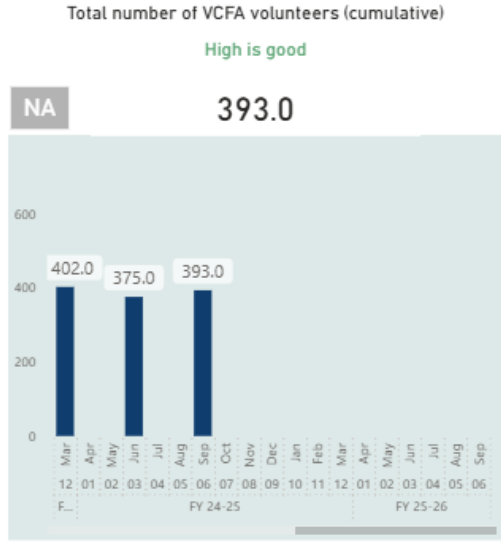
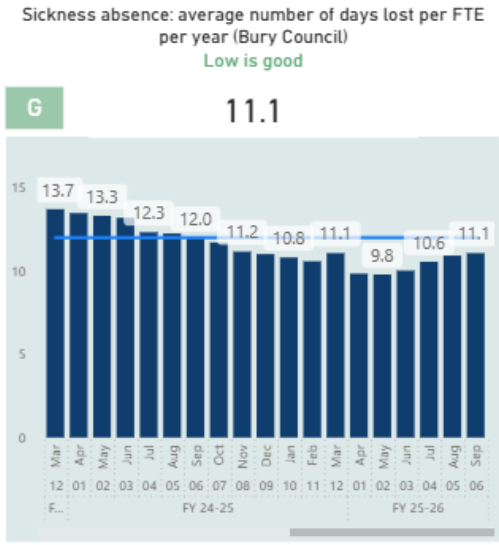
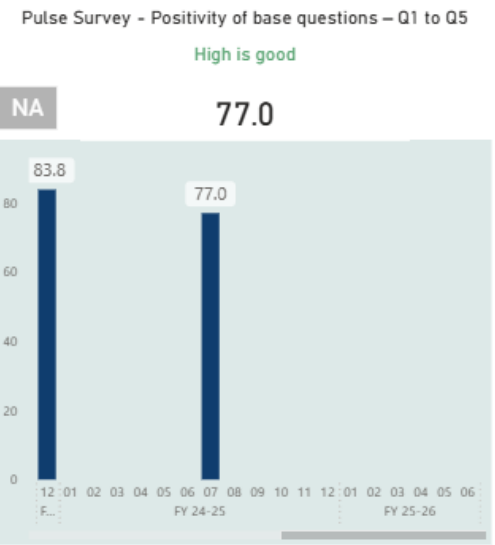
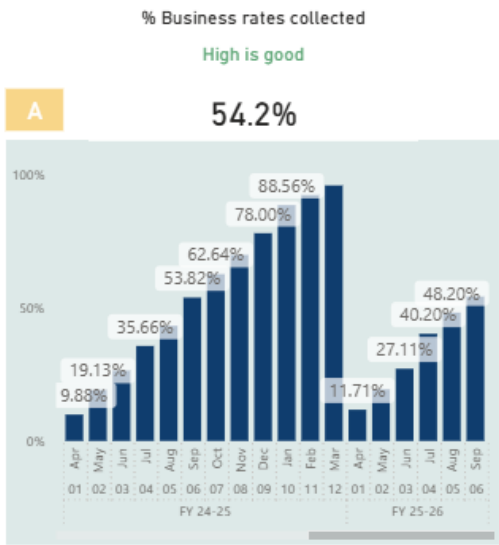
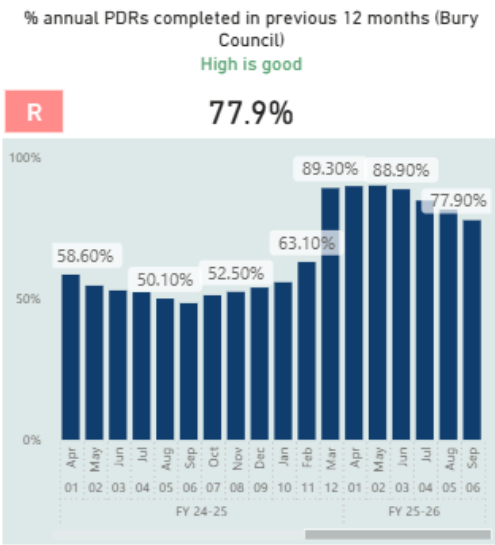


Under 75 mortality rate from liver disease

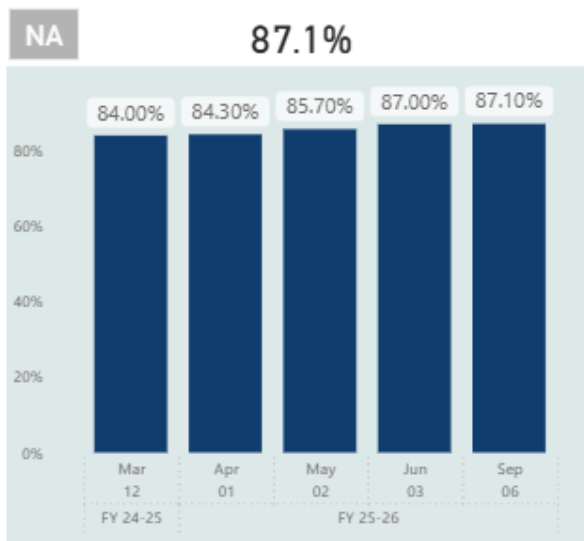
Low is good



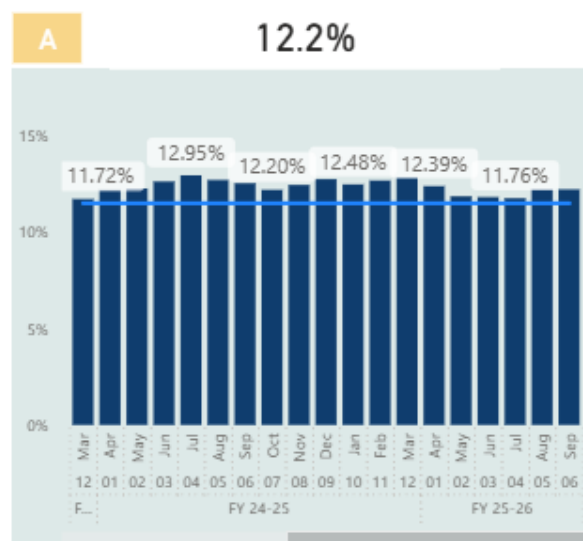
Priority: Enablers - Corporate Performance - Power BI



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



% Staff turnover (Bury Council)  
Low is good



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

