

Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 11 March 2026
Subject:	Corporate Plan Quarter Three 2025-26 Performance & Delivery	
Report of	Deputy Leader and Cabinet Member for Finance and Transformation	

Summary

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

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

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

Within these priorities, the Corporate Plan for 2025/26 includes clear and tangible deliverables, with principal regeneration sites underway and new services up and running. The outcomes of inspections with the CQC and Ofsted, and potentially Housing, will be known during the year and therefore provision has been made within the Plan for the actions which follow. With regards to Tackling Inequalities, the national and regional integrated health and care systems are subject to significant change as part of the NHS reform program. As such, local plans will need to be monitored and reviewed considering 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 third quarter of the financial year (October – December 2025)

Recommendation(s)

5. Cabinet is asked to:
 - a. Note the Quarter Three 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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Position: Head of Performance and Delivery

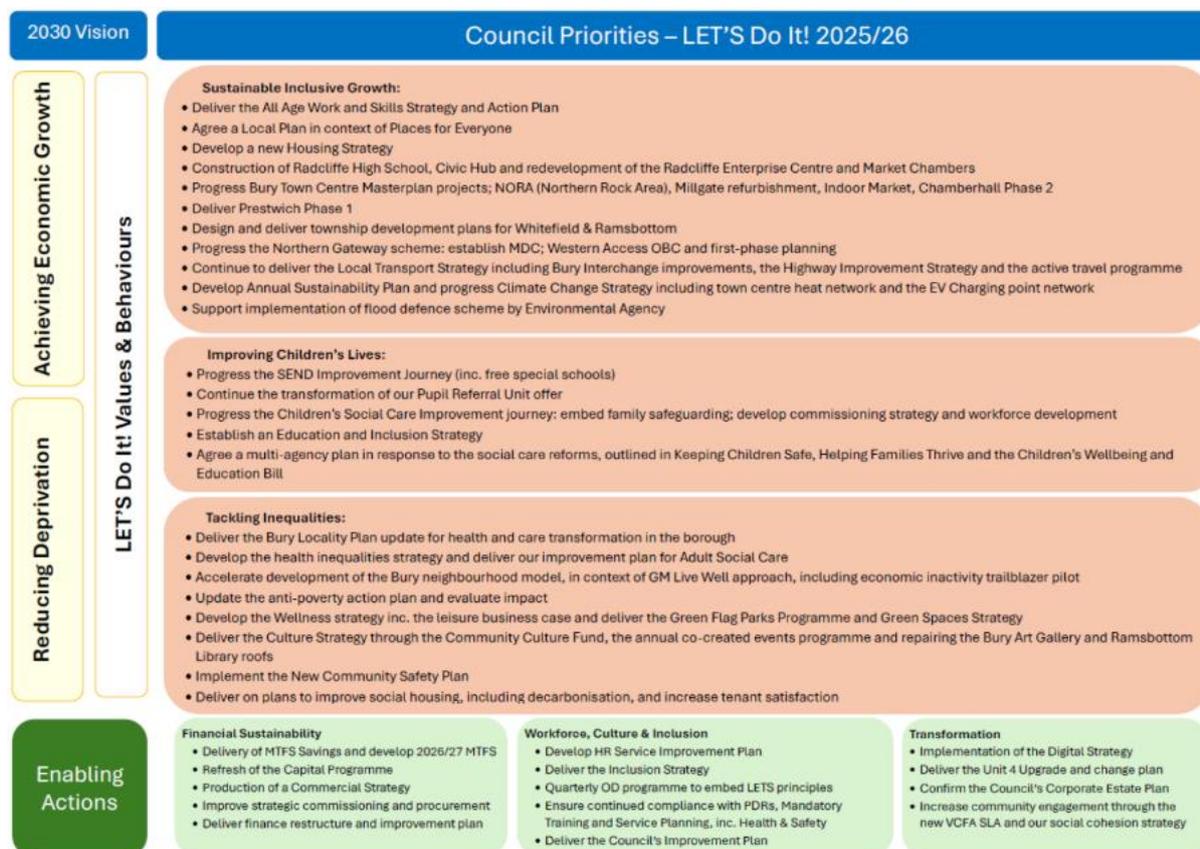
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Background

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	

Legal Implications:

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

Financial Implications:

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

Appendices:

None.

Background papers:

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

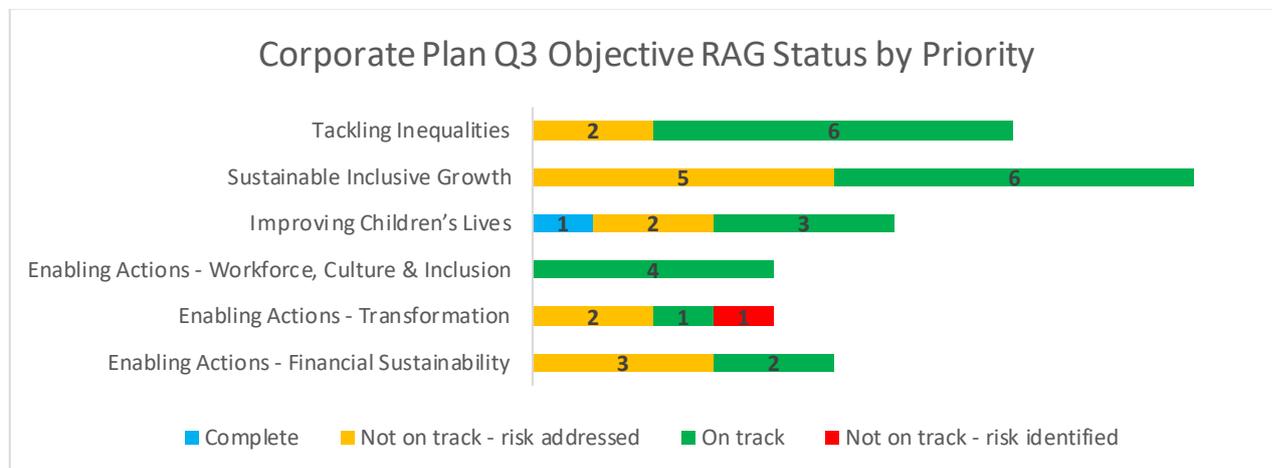
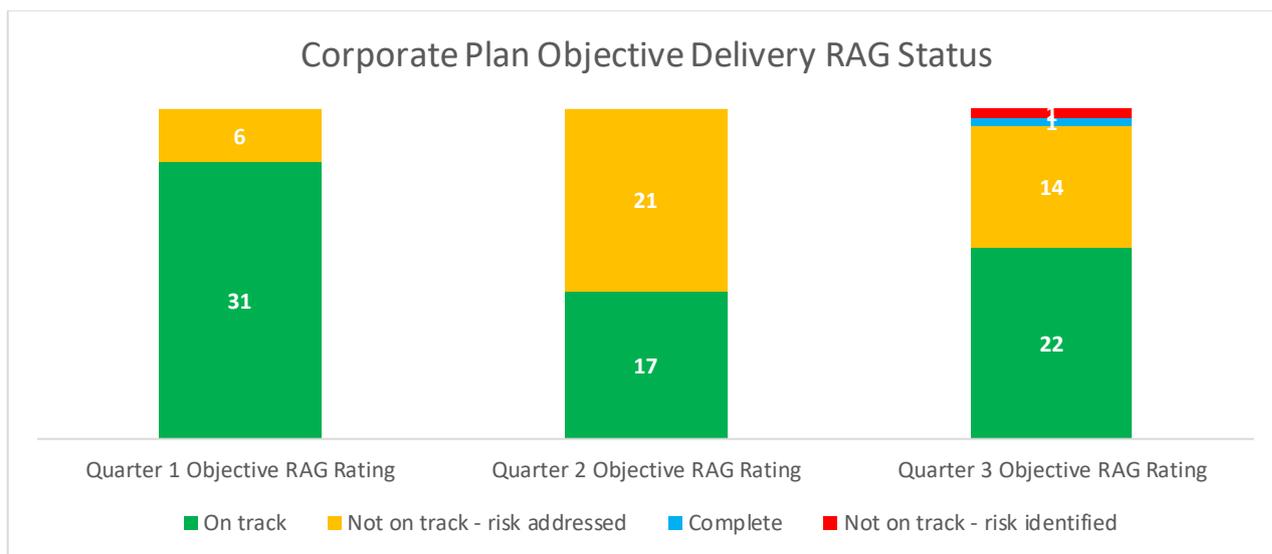
Please include a glossary of terms, abbreviations and acronyms used in this report.

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

Corporate Plan Q3 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 Three 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 Three, 1 is complete, 22 are on track and highlighted green, 14 are not on track but the risks have been addressed, highlighted amber and 1 is highlighted red and will be delivered in this corporate plan.



2. Sustainable Inclusive Growth

2.1. Key Achievements

- A major milestone achieved in Quarter 3, the completion of our new Bury Market canopies. The new canopies are now fully completed ahead of schedule creating a new layer of weather protection for traders and providing an improved visual for the market itself.
- The work undertaken in Quarter 3 is part of the large investment in the market and Bury Town Centre, with the market canopies and flexihall being joined by an additional £80m confirmed by central government to upgrade the transport interchange.

- The new Milltown Bridge is now in place and spanning the Irwell, replacing a link that was destroyed in the winter storms of 2015. With regards to future works, phase 1 of our flood defence project is complete will full completion by the end of the calendar year. An update is awaiting from utility companies regarding this completion.
- The Prestwich travel hub is scheduled to open in 2026. Further to the previously failed bids in July and October 2025, GMCA provided confirmation in December 2025 that funds will be available to deliver Phases 1B and 2 in their next Patient Equity funding round in March 26. This is subject to meeting 3 agreed GMCA milestones. A funding application will be made with a view to Cabinet approval in March/April 2026. Alongside this the submission of planning applications for the Longfield Centre, to transform the area into a modern community hub with new retail spaces, market hall and a new village square.
- The Housing Strategy has been commissioned and a draft scope is in place. Focus for the next quarter will be consultation and stakeholder involvement and development of delivery partnerships.
- In Quarter 2 performance data shows the biggest increase in EV charge points installation (70) since data collection commenced.
- There is a start in the decline of those economically inactive compared to the end of the last financial year. Economic Inactivity is a priority locally for Team Bury with participation in the GM pilot intending to provide intelligence into why certain cohorts of the population are economically inactive.

3. Tackling Inequalities

3.1. Key Achievements

- Winter Warmer Packs are continuing to be shared across the borough alongside Warm Spaces to support residents through the winter period. This is all part of our 'Winter Well Scheme' designed to support those who need it over winter, including financial support, the aforementioned Warm Spaces and Winter Warmer Packs, as well as support with the cost of living and vaccinations against winter bugs like coronavirus or the flu.
- The CQC recently visited our Falcon and Griffin Extra Care Scheme, under new framework that recently came into force. Falcon and Griffin support tenants across 69 properties, with a warden system that provides help and support 24/7. The service was been rated as 'Good' by the CQC, noting that the staff were confident in management, accommodation was well maintained and of a good quality, and the residents said they felt safe and supported.
- The first Live Well centre is on track to partially open in April 2026 and there is a current review of Live Well hallmark compliance of the Radcliffe Hub. Work supporting the GM economic activity pilot has been delayed until the next quarter due to confirmation of the cohort.
- 25 individual cultural events have been delivered so far which has resulted in £80k being delivered to community and Culture Organisations.
- There has been a delay to the Bury Art Museum roof repair due to gap between funding and costs, other opportunities and options are being explored and due to be considered at Cabinet in later this year. However this has not stopped the work of the Bury Art Museum, through Local Growth and Place Flexible Grants, the team to date have coordinated 69 events working with 30 groups and 80 individuals engaging 54,000 people across social media and 2,000 attendance.
- GMP Bury is leading on refresh of the Serious Violence Duty needs assessment and corresponding action plan, as part of refresh of this priority of the Community Safety Partnership led by the Uniform Superintendent. There has been a Winter of Action in Town Centres including ASB surgeries, joint patrols with GMP, BID Security Officials and Council Public Protection colleagues which will continue in 2026.
- The open grant round of Standing Together attracted over 30 applications, with funding awards made; Alliance round focusing on Domestic Abuse and Violence Against Women and Girls is now open.
- The Overview and Scrutiny Committee reviewed the work of the CSP and this was well received.

- School readiness for our youngest children has increased in the last year from 65.0% to 65.2%. Improvement in this area is a priority piece of work locally across the Team Bury partnership with a local target set by national government.
- Following recent targeted work, the average waiting time on the housing register has reduced from 788 to 611. This is likely due to some seasonal activity reduction which is typically seen over Christmas. In addition a new officer has joined the team to support the processing of applications alongside a data cleansing project. There is much more to do to continue this trajectory and monthly processes have been embedded which target customers at annual review point resulting in a more accurate register with fewer inactive or unresponsive applicants.

4. Improving Children's Lives

4.1. Key Achievements

- In late November the Believe and Achieve awards were held to recognise the achievements of our children in care and our care leavers. 136 children and young people were nominated, across categories for personal growth, teamwork, wellbeing, education, sport, creativity and community spirit. Winners included two young children who raised money for Bury Hospice, and a young person who made the big step of joining their local theatre group
- The new Foster Carers hub was launched in Bury Town Hall, providing a central space for foster and kinship carers to come together, have meetings, attend training, socialise and build a stronger fostering community.
- The new Education and Inclusion strategy was launched on target by our recently appointed Director of Early Years, Ben Dunne, Executive Director of Children And Young People Jeanette Richards and Councillor Lucy Smith. The new strategy is a shared vision between the council and our local schools, reaffirming the strong commitment to ensuring that every child and young person has access to a high quality education that allows them to reach their potential, built on strong partnerships, trust and transparency.
- The future plans for building of special free schools have changed with the Department for Education withdrawing funding for the Free Special Primary School. This has now been replaced with national funding of £3bn to support High Needs capital investment. Bury will be receiving £3.9m over 3-years to support 80 additional places across the borough. This work is being addressed through the SEND Sufficiency Strategy and the identification and development of Resource Provision/SEN units in mainstream settings.
- An alternative site for the combined PRU at Milton Road is now being progressed and due to be considered at the February Estates and Property Board.
- The Chesham Fold Family Hub can still not open until refurbishment works have been completed. Work is planned on the roof and fire doors to be completed in quarter 4.
- 3100 children now have an EHCP in Bury however compliance with statutory timescales continues to perform well.
- There has been a continued reduction in children's frontline social workers who are agency staff.
- Over the last 6 months there has been a substantial reduction in the number of children becoming subject to child protection plans and in the number of children entering care. Taken together with a decline in the number of children and families newly opening to Children's Services and the number of child protection enquiries, Bury is beginning to move to a performance profile more typical of a Family Safeguarding local authority and this is to be welcomed.
- Against a rising regional and national trend, the number of Bury children in residential care (Children's Homes) has remained steady across the year at 50 children. This reflects extensive work to move children into foster care, supported accommodation, or to support their return home where appropriate. Despite this success, the average cost of residential homes has continued to rise, reflecting growth in the number of children in very high-cost homes.

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. In addition below are key updates against some business as usual programmes:

- **Budget Setting 2026/27:** Updated funding and expenditure assumption and savings proposals approved for consultation at December Cabinet. The report noted the requirement to identify further proposals to further reduce the £7.5m funding gap to be considered at Cabinet and Budget Council in February.

- **Unit 4/Finance Transformation:** Additional complexities have been identified with regard to feeder systems, process mapping and coding structures that will need to be addressed before going live with the upgraded system. The work required to be completed will require a delay to the original target April implementation date and the programme plan and resource requirements are being updated.
- **Estate Transformation:** Resource identified from NHS to work with CYP and Adults to agree strategy for delivery of Live Well centres in each neighbourhood. The output will feed into the retained buildings for Corporate Landlord. Consultant appointed regarding Corporate Landlord model, started in post January 2026 due to report findings to Property and Estates board and to Chief Officer April 2026.

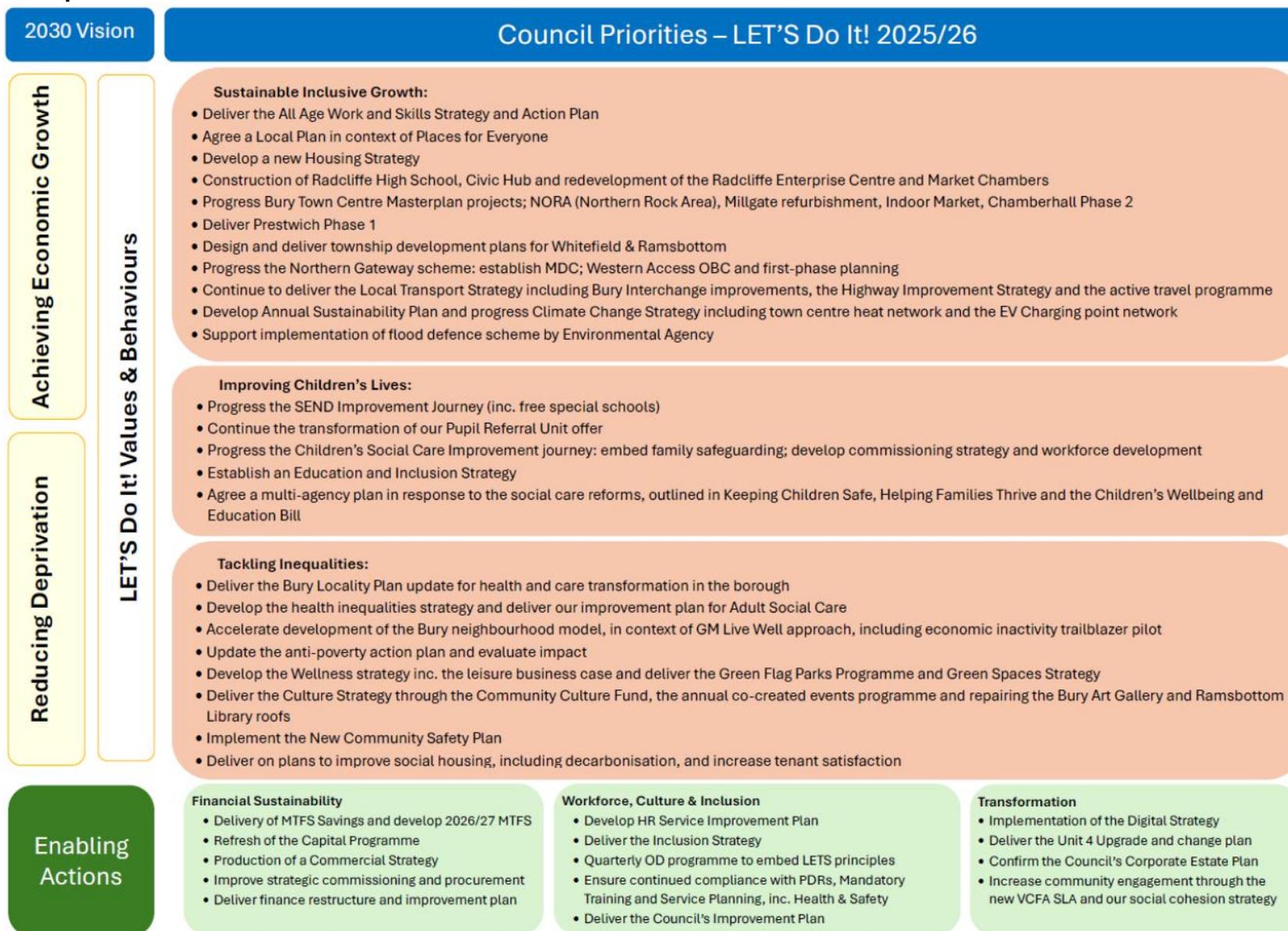
In terms of the Council's workforce:

- 71.4% 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 88% 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 11.7 in December. This could be due to an increase in seasonal illnesses in the past quarter including the flu pandemic. However, comparing year on year sickness overall there has been an improvement in sickness absence in the last year and this spiked increased aligning with previous seasonal patterns.

6. Conclusion

Following the review of amber at risk milestones last quarter – the picture this quarter is more positive in terms of projected delivery completion by the end of the year. There are a large number of green on track milestones and in addition one completed milestone. However, there is also one milestone that is now rated red. A mitigation plan has been agreed by the Performance, Delivery and Transformation and Finance Boards to support delivery of this project within new timeframes.

Appendix One: Corporate Plan 2025-26



LET’S Do It! Values & Behaviours

Appendix Two: Corporate Plan Q3 2025-26 Delivery Summary

Council Priority	Objective	Quarter 3 Objective Update	Quarter 3 Objective RAG Rating
Sustainable Inclusive Growth	Delivery of the All-Age Work and Skills Strategy and Action Plan	Continued delivery of actions on plan for All Age Work and Skills Strategy.	On track
Sustainable Inclusive Growth	Agree a Local Plan in context of Places for Everyone	<p>Although not fully complete, made good progress on responding to comments received in response to consultation on the draft Local Plan.</p> <p>Evidence base work ongoing and due to be complete December/January 2026.</p> <p>Amendments to Local Plan ongoing - instructed legal advice in December.</p>	On track
Sustainable Inclusive Growth	Delivery of a new Housing Strategy	<p>Place update - Housing Strategy commissioned. Arc4 briefed and draft scope in place. Focus for Q4 will be consultation and stakeholder involvement, formation of key governance and delivery partnerships to oversee programme.</p> <p>Housing services update: Pathfinder Project completed 31/3/2025, Report completed demonstrating proof of concept. Report to be shared with GMCA project sponsors.</p> <p>The review has been completed, and the report has been drafted incorporating the new Independent Living (IL) offer. This includes the introduction of Motion Sensors (PIRs) and a restructuring of the current team to strengthen and expand the existing service offer.</p>	On track
Sustainable Inclusive Growth	Construction of Radcliffe High School, Civic Hub and redevelopment of Radcliffe Enterprise Centre and Market Chambers	Access package to Radcliffe High School complete. The Radcliffe Hub is due to complete in the first week of July 2026.	On track
Sustainable Inclusive Growth	Progress Bury Town Centre Masterplan projects; NORA (Northern Rock Area), Millgate refurbishment, Indoor Market, Chamberhall Phase 2	Place update - Housing Strategy commissioned. Arc4 briefed and draft scope in place. Focus for Q4 will be consultation and stakeholder involvement, formation of key governance and delivery partnerships to oversee programme. Chamberhall phase 2 cabinet agreement to sell site to bring forward new office development ready for presentation in January	Not on track - risk addressed

Council Priority	Objective	Quarter 3 Objective Update	Quarter 3 Objective RAG Rating
		Works to refurbish Millgate Mall and Minden House will commence, subject to a funding decision at the JV Board on 26 March.	
Sustainable Inclusive Growth	Deliver Prestwich Phase 1	<p>Further to the previously failed bids in July and October 2025, GMCA provided comfort (December 25) that funds will be available to deliver Phases 1B and 2 in their next Patient Equity funding round (March 26) alongside GMCA grant and combined with Council Prudential Borrowing. This is subject to meeting 3 agreed GMCA milestones. A funding application will be made with a view to Cabinet approval in March/April 2026.</p> <p>The Planning submission for Phase 2 will be an EIA application with Phase 1B. This will be submitted by end February 2026, in line with meeting one of the three GMCA milestones as mentioned above.</p>	Not on track - risk addressed
Sustainable Inclusive Growth	Develop & deliver township development plans for Whitefield & Ramsbottom	<p>Town Plan interventions progressing within the LGPFG envelop. Project Include:</p> <p>Ramsbottom: Progressing Civic Hall transformation to RIBA stage 4 Improvements to public realm Business Groups/Websites/Branding</p> <p>Whitefield: Improvements to public realm Business Groups/Websites/Branding</p> <p>Bury: Improvement to public realm, CCTV, Wayfinding Street Cleaning for all</p>	On track
Sustainable Inclusive Growth	Progress the Northern Gateway scheme: establish MDC; Western Access OBC and first-phase planning	Milestone completed and interim director in post for MDC. MDC paper agreed and in place for approval at January cabinet.	On track

Council Priority	Objective	Quarter 3 Objective Update	Quarter 3 Objective RAG Rating
Sustainable Inclusive Growth	Continue to deliver the Local Transport Strategy including Bury Interchange improvements, the Highway Improvement Strategy and the Active Travel Programme	<p>Interchange Phase 1 Southern Access: Contract award - likely to commence Q4. TFGM working on finalising detailed design options for wider interchange redevelopment</p> <p>MCF Tranche 5 - Fishpool & MCF Tranche 6 Pimhole - construction commenced on Market Street 05/01/2026</p> <p>Radcliffe Phase 0 - on programme due to completion March 2026</p> <p>HIS 4 business case to be presented to Leader and Cabinet member Jan/Feb 2026 prior to budget setting</p>	Not on track - risk addressed
Sustainable Inclusive Growth	Develop Annual Sustainability Plan and progress Climate Change Strategy including town centre heat network and the EV Charging point network	<p>secured a £100k grant from HNDU for use to progress Heat Network Design Phase, however, not yet clear whether this funding will be sufficient. Therefore, awaiting new Government specification for detailed project design (DPD) so a determination can be made for if the £100k will be enough to deliver a DPD, which is the next stage along in the project progression of a Heat Network. Timescales for this, are outside of the control of the council at this stage. Update and timescale (If known) to be provided in Q4.</p> <p>Second stage of the procurement has begun – evaluating tenders currently Bury Council Unit Manager actively involved with the evaluating panel</p> <p>Money secured for EVCI installation will be used for recruitment of an EVCI officer on a two-year fixed term– new JD prepared to reflect funding and to be submitted for job evaluation January 2026</p> <p>CRSTS money to be used for charge point installation to also help pay for new EVCI officer for 2-year fixed term contract - Recruitment to be undertaken in Q4.</p>	Not on track - risk addressed

Council Priority	Objective	Quarter 3 Objective Update	Quarter 3 Objective RAG Rating
		Climate Change Strategy reviewed and currently under consultation through Climate Action Board Delay. EV infrastructure strategy delayed aligning with new resource linked to CRSTS funding for charge point installation and new EVCI officer role (2-year fixed term contract), EVCI officer to be appointed with task of developing a Bury EVCI Strategy aligned to EV Charge Point awardee.	
Sustainable Inclusive Growth	Support implementation of flood defence scheme by Environmental Agency	Target completion is planned for Q2 2026. Phase 1 is complete, and we are awaiting an update from ENW on the completion of the Phase 2 diversion works. The remaining works cannot progress until ENW has finished the diversion activities	Not on track - risk addressed
Improving Children's Lives	Progress the SEND Improvement Journey (inc. free special schools)	<p>Self-evaluation completed at the beginning of October.</p> <p>DfE have withdrawn funding for the Free Special Primary School. Now replaced with national funding of £3bn to support High Needs capital investment. Bury will be receiving £3.9m over 3-years to support 80 additional places across the borough. The risk is being addressed through the SEND Sufficiency Strategy and the identification/development of RP/SEN units in mainstream settings.</p> <p>Improvement activity set out within the Priority Impact Plan (PIP) continues. We had a successful launch of our Communities of Practice in October, with strong attendance from school and positive feedback from attendees.</p> <p>Our Ofsted Annual Engagement meeting took place in October and went well.</p>	On track
Improving Children's Lives	Continue the transformation of our Pupil Referral Unit offer	Wellington Road has been ruled out due to the presence of hazardous materials under the topsoil. Redvales build is progressing with facilitation meetings with the DfE already taken place. An alternative site for the combined PRU at Milton Road is being progressed and considered at the February Estates and Property Board. The EP Board will be considering early-stage scale and massing designs and site investigations. Should all be satisfactory, then approval to progress will be sought to further design options and then construction.	Not on track - risk addressed

Council Priority	Objective	Quarter 3 Objective Update	Quarter 3 Objective RAG Rating
Improving Children's Lives	Progress the Children's Social Care Improvement journey: embed family safeguarding; develop commissioning strategy and workforce development	<p>Self-evaluation completed at the beginning of October. Next steps are for all local authorities are required to complete a questionnaire by the deadline of 26 January 2026.</p> <p>Recruitment for some of the identified roles has been successfully completed, and the onboarding process is now underway. All successful candidates are expected to be fully in post by the end of Q4. Recruitment into remaining vacancies will recommence in early 2026.</p> <p>As part of our broader improvement activity, we continue to deliver against the refreshed Improvement Plan which was shared with Ofsted in November 2025. Family Safeguarding remains a key priority, and we have adapted our Family Safeguarding partnership arrangements to widen its scope and include the national social care reforms (Families First Partnership Programme) in its remit, to ensure the reforms build on the Family Safeguarding model.</p>	On track
Improving Children's Lives	Establish an Education and Inclusion Strategy	The Education and Inclusion Strategy was officially launched at a dedicated event on 4th November.	Complete
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	The Bury partnership delivery plan for the reforms has been submitted to DfE. This has been produced alongside partners through a series of meetings, with updates on progress shared with CYP Scrutiny and the Council Exec.	On track
Improving Children's Lives	Develop and implement a boroughwide neighbourhood family hub model	<p>The refurbishment has been completed, however subsequent work to the roof and fire doors are needed.</p> <p>Chesham Fold Hub cannot open until the work on the roof and fire doors are completed which is likely to take place at the end of quarter 4</p> <p>Terms of reference for Best Start Board refreshed to capture boroughwide family hub planning</p>	Not on track - risk addressed
			On track

Council Priority	Objective	Quarter 3 Objective Update	Quarter 3 Objective RAG Rating
Tackling Inequalities	Deliver the Bury Locality Plan update for health and care transformation in the Borough	<p>Tobacco control plan approved at December locality board meeting.</p> <p>Sexual health needs assessment complete and approved by H&WB board</p> <p>H&C neighbourhood model in progress for submission to ICB by February 2026. NB national guidance on neighbourhood working is due January 2026.</p> <p>Live Well funding secured.</p>	
Tackling Inequalities	Develop health inequalities strategy and deliver Adult Social Care Plans	<p>Procurement of supported living services went out to market.</p> <p>Health inequalities strategy delivered</p>	On track
Tackling Inequalities	Accelerate development of the Bury neighbourhood model, in context of GM Live Well approach, including economic inactivity trailblazer pilot	<p>On track for first Live Well centre in Whitefield to partially open in April 2026 and current review of Live Well hallmark compliance of the Radcliffe Hub.</p> <p>First test cohort for economic inactivity delayed until quarter four. Further cohorts to follow in quarter four also.</p>	Not on track - risk addressed
Tackling Inequalities	Relaunch of the council's approach to Anti-Poverty and development of a 4 year Let's Tackle Poverty strategy for April 2026	<p>Targeted HSF support to priority groups will be completed by end of January.</p> <p>LTP Strategy proposal has been approved.</p> <p>Phase 1 of the strategy design - scoping of current Bury offer - has been completed with Phase 2 - Lived Experience engagement - to take place in February, and completion of strategy development in March.</p> <p>Let's Tackle Poverty summit held on 21st January with relevant service leads and Team Bury partners to obtain contributions and steer on strategy approach and focus.</p>	Not on track - risk addressed
Tackling Inequalities	Develop the Wellness strategy: leisure business case and deliver the Green	Op Dec submitted for approval to secure core team	On track

Council Priority	Objective	Quarter 3 Objective Update	Quarter 3 Objective RAG Rating
	Flag Parks Programme and Green Spaces Strategy	<p>Leisure report due to be presented at cabinet in February 2026.</p> <p>Top Park 3G - looking to have ribbon cutting ceremony in March 2026, finishing of snagging and finalising formal lease and land restriction.</p>	
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	<p>25 Individual events have been delivered so far. £80k delivered to community and Culture Organisation.</p> <p>Delay to BAM roof repair due to gap between funding and costs, other opportunities and options are being explored and due to be considered at Cabinet in 2026.</p> <p>Through Local Growth and Place Flexible Grants, Bury Art Museum team to date have coordinated 69 events working with 30 groups and 80 individuals engaging 54,000 people across social media and 2,000 attendance. Finale 20 events delivered via LGPFG Investment to be delivered before 31st March 26. Commence planning regarding additional LGPFG Investment for 26/27</p>	On track
Tackling Inequalities	Implement the New Community Safety Plan	<p>GMP Bury leading on refresh of Serious Violence Duty needs assessment and corresponding action plan, as part of refresh of this priority of the Community Safety Partnership led by the Uniform Superintendent.</p> <p>Winter of Action in Town Centres including ASB surgeries, joint patrols with GMP, BID Security Officials and Council Public Protection colleagues, continuing into January 2026.</p> <p>Open grant round of Standing Together attracted over 30 applications, funding awards made; Alliance round focusing on Domestic Abuse and Violence Against Women and Girls now open</p> <p>Overview of work of the CSP well received at Overview & Scrutiny Committee on 25th November 2025</p>	On track

Council Priority	Objective	Quarter 3 Objective Update	Quarter 3 Objective RAG Rating
Tackling Inequalities	Deliver on plans to improve social housing, including decarbonisation and increase tenant satisfaction	<p>The review has been completed, and the report has been drafted incorporating the new Independent Living (IL) offer. This includes the introduction of Motion Sensors (PIRs) and a restructuring of the current team to strengthen and expand the existing service offer. Tenancy Sustainment Training complete November 2025. We have also received training on ASB, Tenancy Fraud and Adults Services Safeguarding Team.</p> <p>For quarter 3 there are 346 properties completed on SHDF. Works have started for SHWHF (wave 3) with 3 contractors on site with properties open and works being undertaken, as part of the schemes social value has included swift boxes, supporting Bury colleges women in construction group female leaders in construction and talk to electrical level 1 and 2 supporting cv and advice retrofit works. Winter warmer packs and advice leaflets.</p>	On track
Enabling Actions - Financial Sustainability	Delivery of MTFS Savings and develop 2026/27 MTFS	2026/27 updated funding and expenditure assumption and savings proposals approved for consultation at December Cabinet. The report noted the requirement to identify further proposals to further reduce the £7.5m funding gap to be considered at Cabinet and Budget Council in February.	On track
Enabling Actions - Financial Sustainability	Refresh of the Capital Programme	Updated capital programme and capital strategy to be considered at Cabinet and Budget Council in February.	Not on track - risk addressed
Enabling Actions - Financial Sustainability	Production of a Commercial Strategy	ZBB process over the summer identified some opportunities for generating additional income for the 2026/27 budget proposals along with some additional lines of enquiry to inform further work being undertaken that will support a new commercial strategy to be approved in 2026/27 financial year.	Not on track - risk addressed

Council Priority	Objective	Quarter 3 Objective Update	Quarter 3 Objective RAG Rating
Enabling Actions - Financial Sustainability	Improve strategic commissioning and procurement	Procurement Continuous Improvement Group made of up of Procurement and Commissioning officers set up reporting through to Finance Board and overseeing delivery of agreed contract savings. Procurement and Contract Management Operating Model business case approved at January Cabinet for investment in the service and directly support the delivery of an additional £3m of savings over the next 3 financial years.	On track
Enabling Actions - Financial Sustainability	Deliver finance restructure and improvement plan	Phase 1 recruitment in progress and first stage appointments made and working through notice periods. Phase 2 consultation to begin following s188 meeting in January.	Not on track - risk addressed
Enabling Actions - Workforce, Culture & Inclusion	Develop HR Service Improvement Plan	Project outline agreed, resource secured, activity commenced November. Delivery of pilot workforce data and online approval process	On track
Enabling Actions - Workforce, Culture & Inclusion	Deliver the Inclusion Strategy	Workplace adjustment process (LETS Work Well Passport) in place & communicated to staff.	On track
Enabling Actions - Workforce, Culture & Inclusion	Quarterly OD programme to embed LETS principles	Programme of activities delivered, including Leadership & Management conference.	On track
Enabling Actions - Workforce,	Ensure continued compliance with PDRs, Mandatory Training and Service Planning inc. Health & Safety	Communications have been sent and compliance reported to GAB. Will review approach and refresh appropriately in quarter 4. Exploration of training data to establish and assure accuracy is underway.	On track

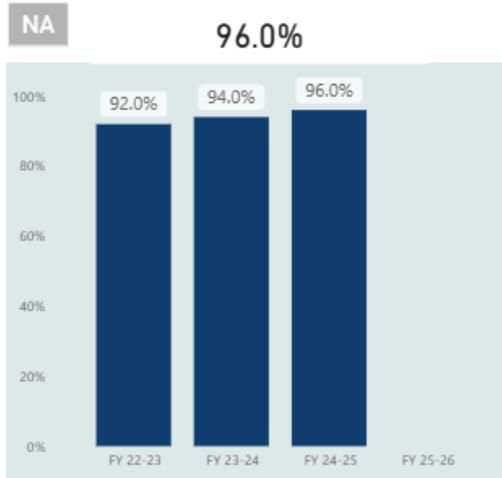
Council Priority	Objective	Quarter 3 Objective Update	Quarter 3 Objective RAG Rating
Culture & Inclusion			
Enabling Actions - Transformation	Implementation of the Digital Strategy	Digital strategy in draft and due to be finalised.	Not on track - risk addressed
Enabling Actions - Transformation	Delivery of the Unit 4 Upgrade and change plan	Additional complexities have been identified with regard to feeder systems, process mapping and coding structures that will need to be addressed before going live with the upgraded system. The work required to be completed will require a delay to the original target April implementation date and the programme plan and resource requirements are being updated.	Not on track - risk identified
Enabling Actions - Transformation	Confirm the Council's Corporate Estate Plan	<p>Baseline corporate property protocols - work to commence 26/27</p> <p>Resource identified from NHS to work with CYP and Adults to agree strategy for delivery of Live Well centres in each neighbourhood. The output will feed into the retained buildings for Corporate Landlord.</p> <p>Consultant appointed regarding Corporate Landlord model, started in post Jan 2026 due to report to Property and Estates board and to Chief Officer April 2026.</p> <p>Baseline first draft corporate estates policy- work to commence on completion of the work in paragraphs above</p> <p>Complete early-stage design and business case for Bury Town Hall refurbishment - RIBA (Royal Institute of British Architects) stage 2 report received and presented to ELT. Further work on funding strategy and 'do nothing' options being developed.</p>	Not on track - risk addressed
Enabling Actions - Transformation	Increase community engagement and cohesion through the new VCFA SLA and our social cohesion strategy	The Council have played a central role in responding to the atrocious terrorist attack at Heaton Park Synagogue on Yom Kippur. Engagement has taken place across different channels and approaches including Team Bury conference on 16th October, direct dialogue with community leads, messaging through	On track

Council Priority	Objective	Quarter 3 Objective Update	Quarter 3 Objective RAG Rating
		<p>Synagogue notice boards and direct messaging. This also included messaging to broader communities who faced concerns within their communities.</p> <p>Inaugural Bury Faith Action Network meeting held in November 2025, delivering on the Greater Manchester Faith & Belief Covenant.</p> <p>Inaugural Civic Menorah lighting for Hanukkah in Mayor's Parlour held on 15th December.</p>	

Appendix Three: Corporate Plan Performance Dashboards
Priority: Growth - Corporate Performance - Power BI

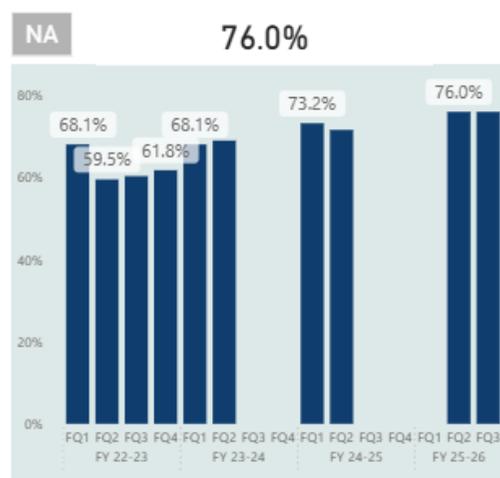
% Housing completions on brownfield land boroughwide

High is good



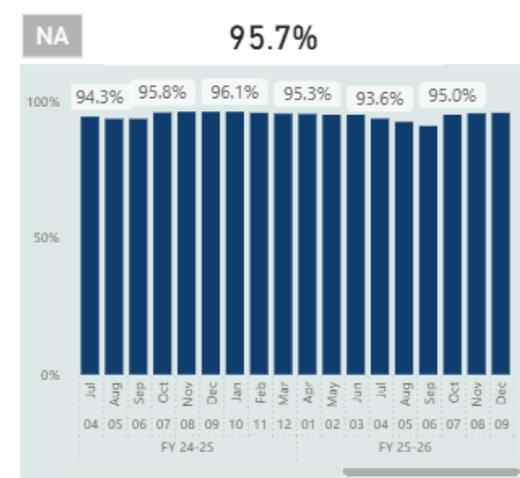
% of street lighting converted to LED

High is good



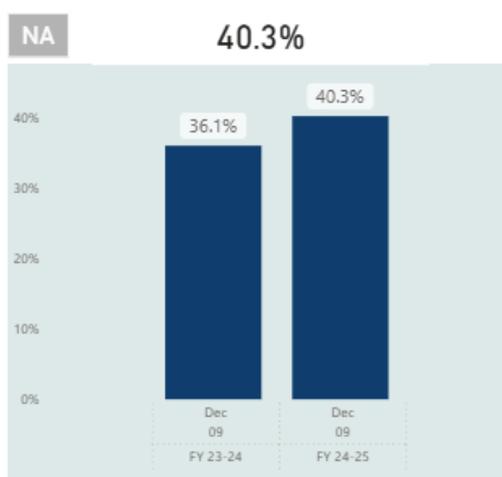
Education, Employment, or Training (EET) of 16-17 year olds (%)

High is good



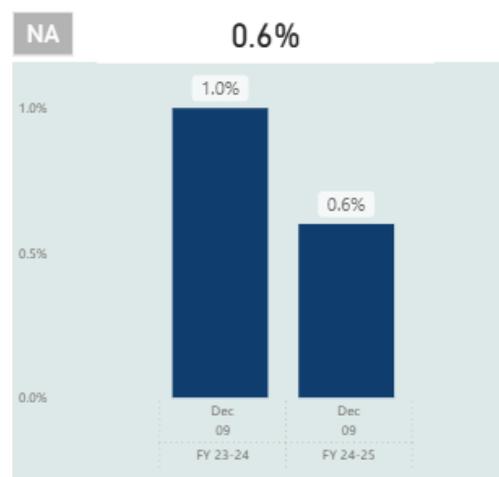
Energy efficiency of housing in the borough (% Band A-C)

High is good



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

Low is good



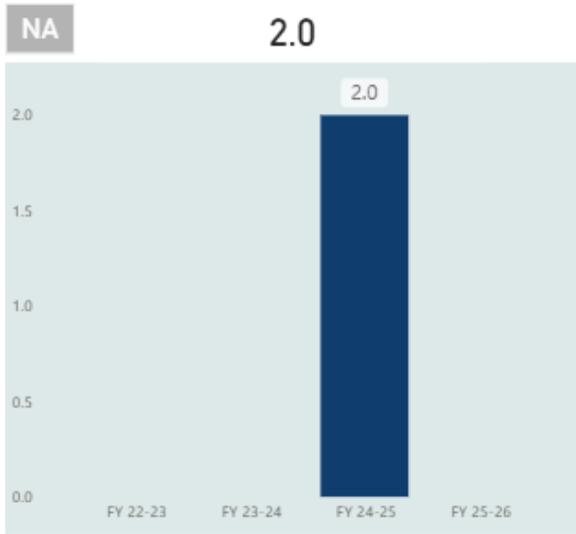
Annual housing completions boroughwide

NA



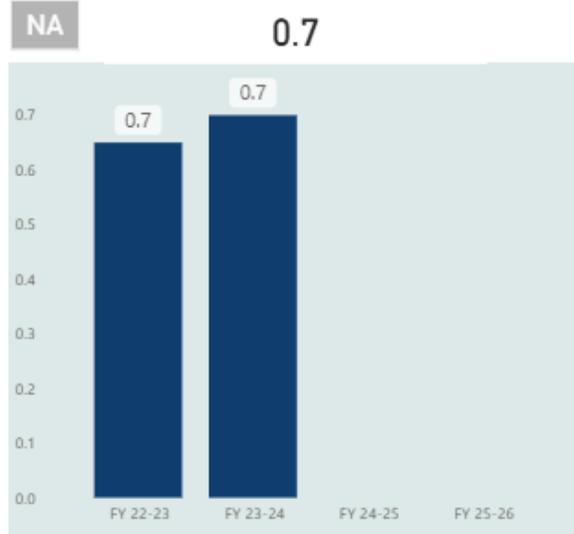
Borough rank within GM for digital connectivity

Low is good



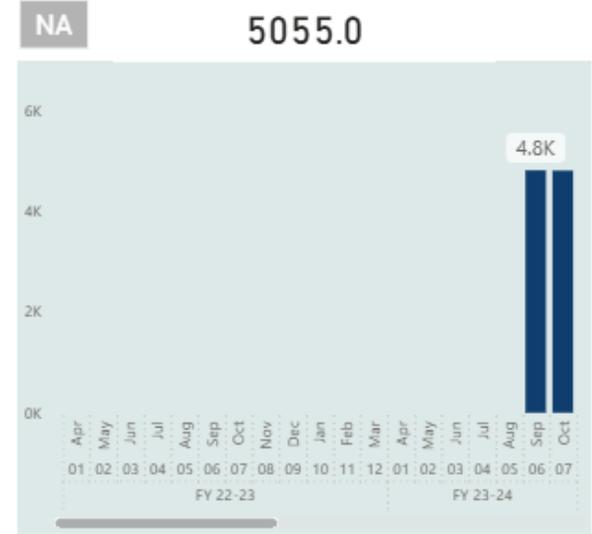
Job Density - The numbers of jobs per resident aged

16-64
NA



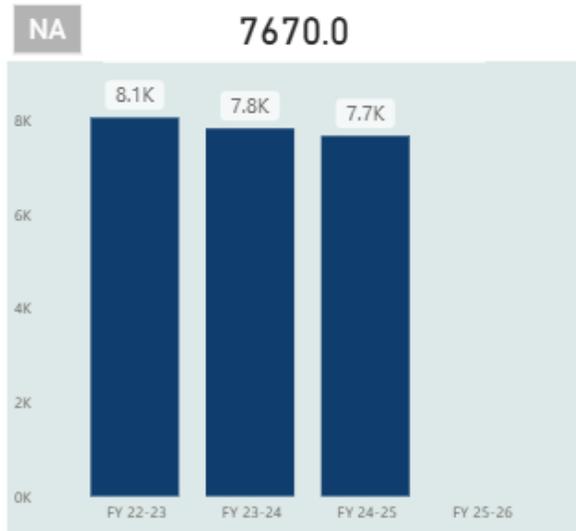
NOMIS Claimant Count

Low is good



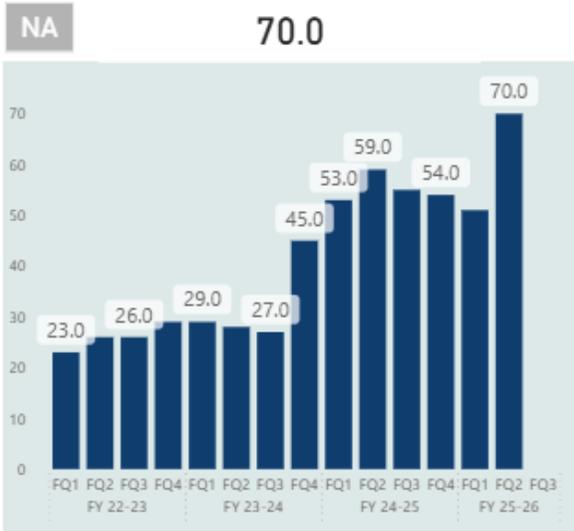
UK Business Count

High is good



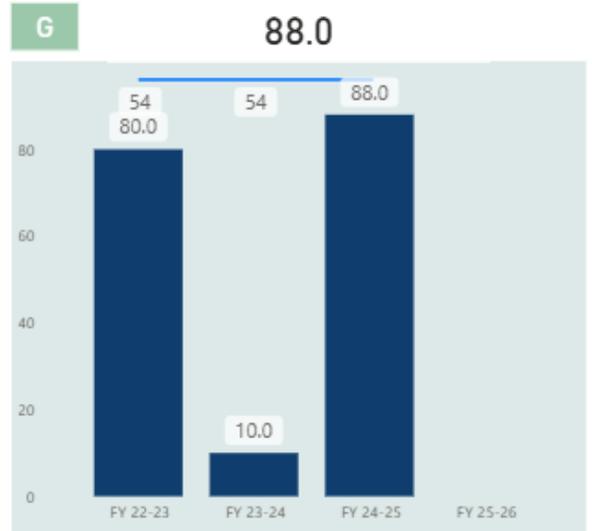
Number of EV Charge Points

High is good



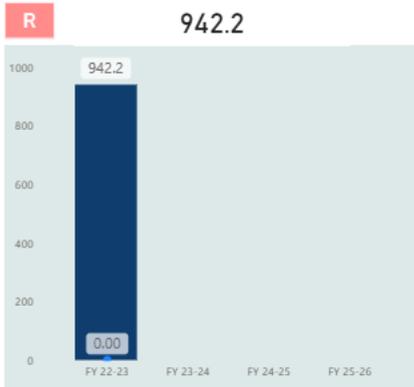
Number of housing units completed in the borough which are affordable

High is good



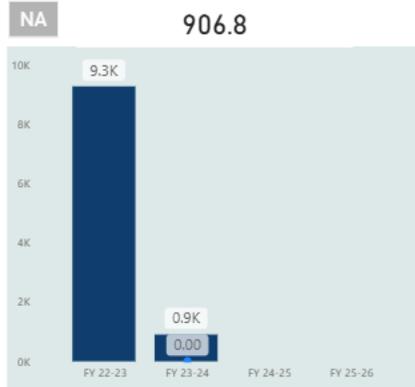
Total CO2 emissions produced within our borough

Low is good



Total CO2 emissions produced within our borough

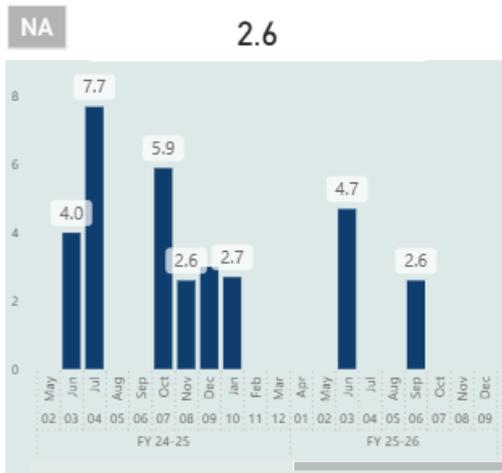
Low is good



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

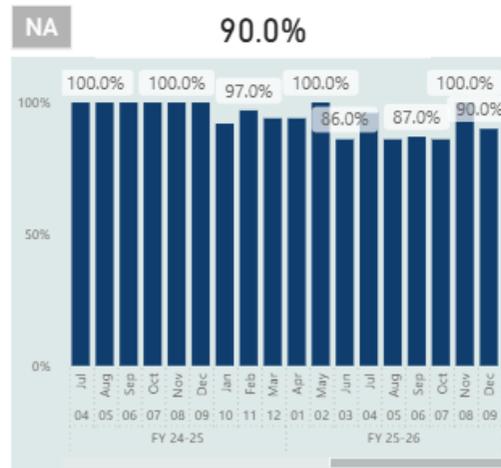
Refusal rate for new EHCP's

Low is good



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

High is good



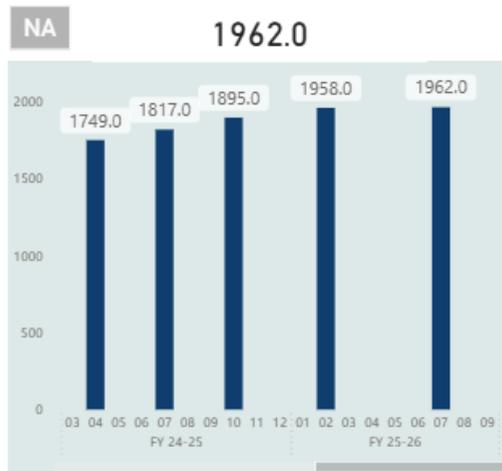
New EHCP's issued in the last 12 months

NA



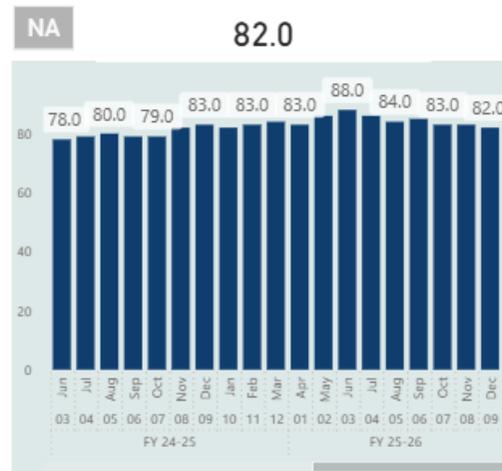
Number of Children in Bury Schools with an EHCP

Low is good



Rate of CLA per 10,000 children (snapshot)

NA



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

NA



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

NA

NA 276.0



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

NA

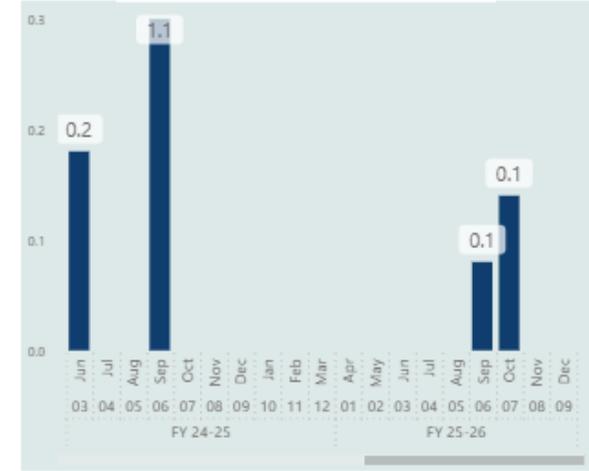
NA 378.0



Rate of School Permanent Exclusions

Low is good

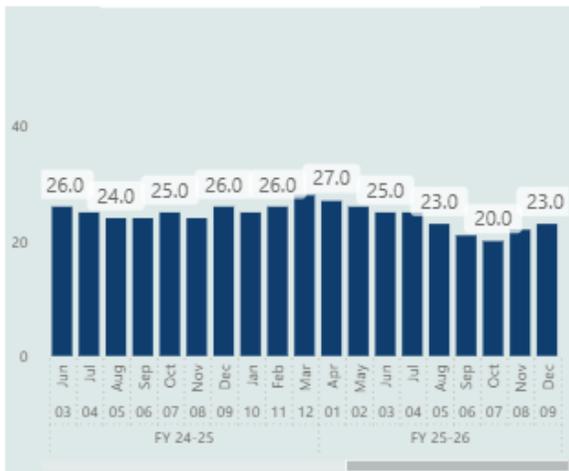
NA 0.1



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

Low is good

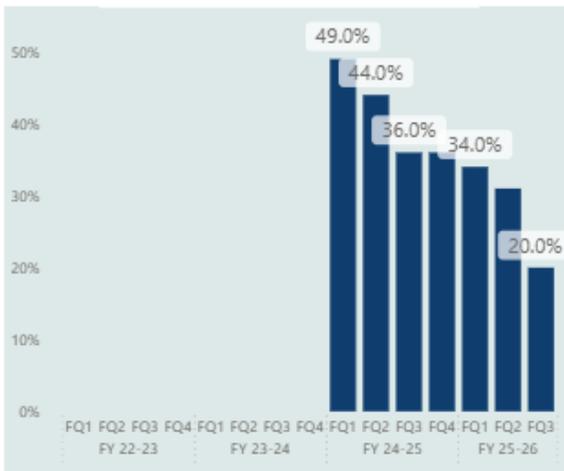
NA 23.0



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

NA

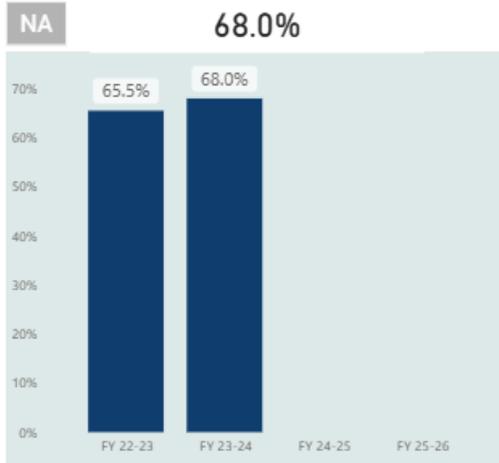
NA 20.0%



Priority: Tackling Inequalities - Corporate Performance - Power BI

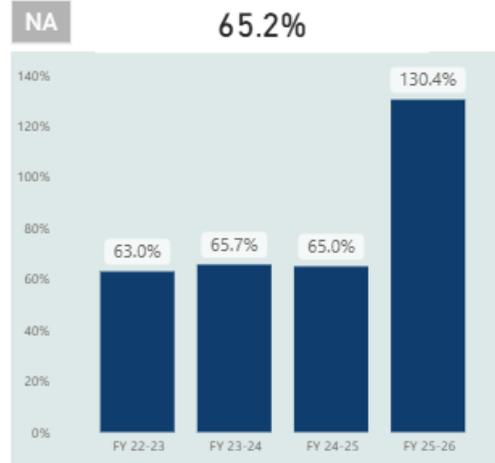
% of physically active adults

High is good



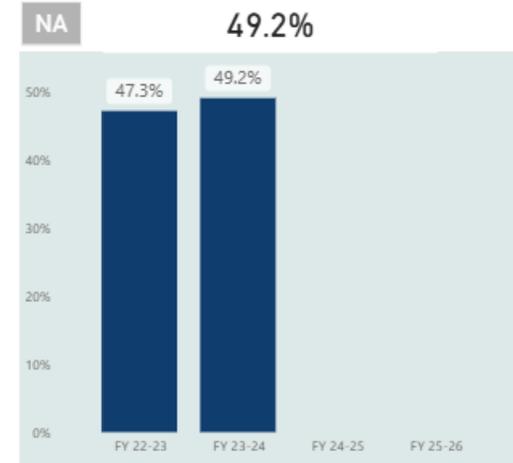
% of children defined as ready for school

High is good



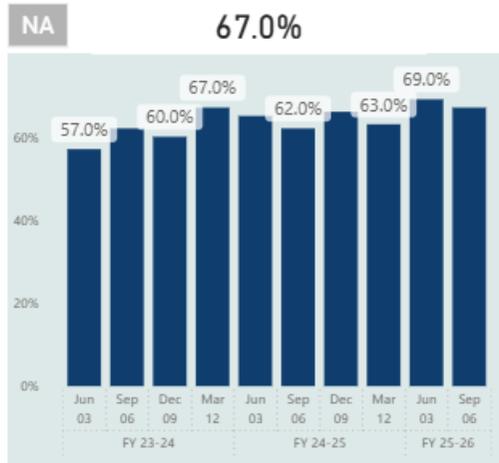
% of physically active children and young people

High is good

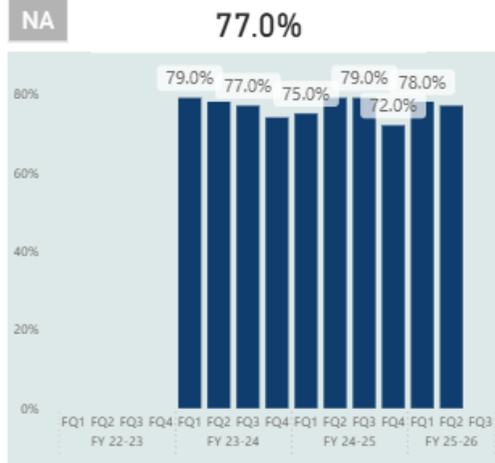


GM Crime Survey - % of residents who are confident that they could get help from GMP in an emergency

High is good

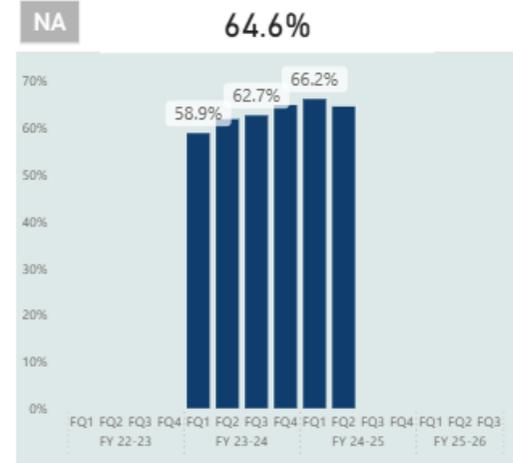


GM Crime Survey - % of residents who feel their community is a place where people from multiple backgrounds get along



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

High is good



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

Low is good

NA

89.0

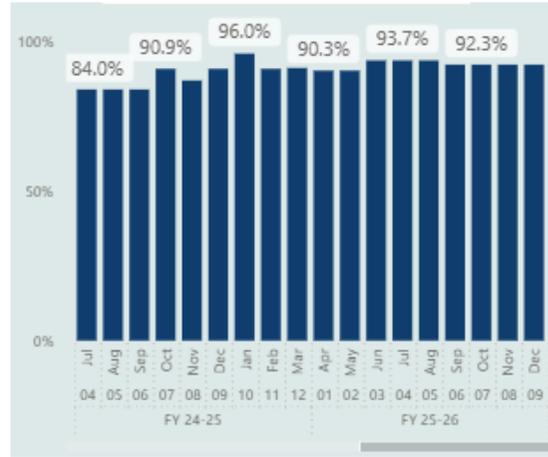


The percentage of adult social care providers rated good or outstanding by CQC

High is good

NA

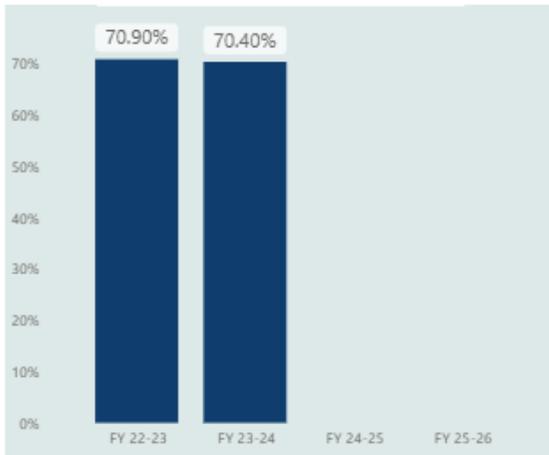
92.3%



Cancer screening coverage: bowel cancer (%)

High is good

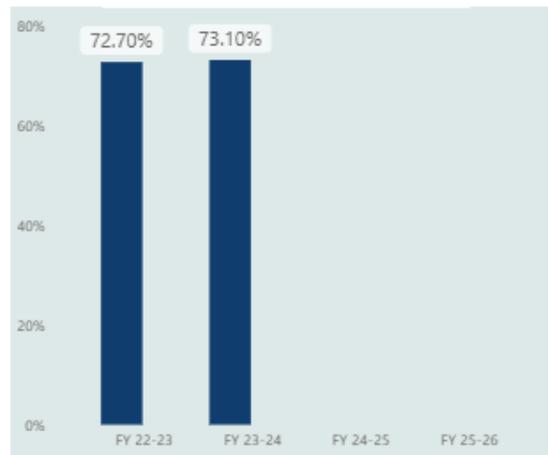
70.4%



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

High is good

73.1%



MMR for two doses - 5 years old (%)

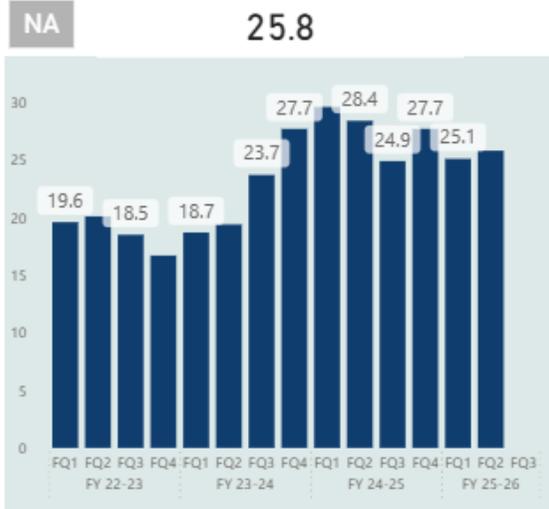
High is good

86.6%



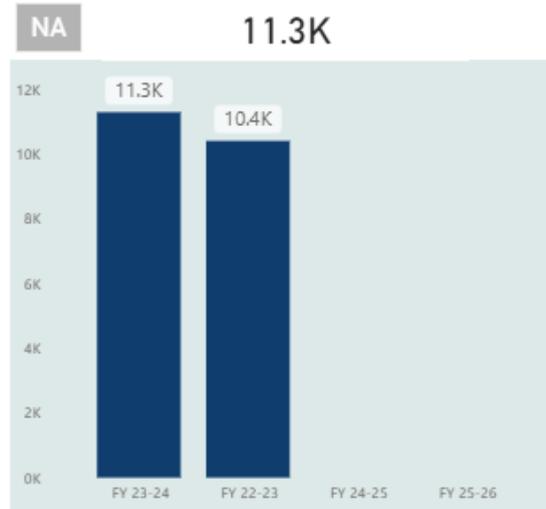
Economic Inactivity

Low is good



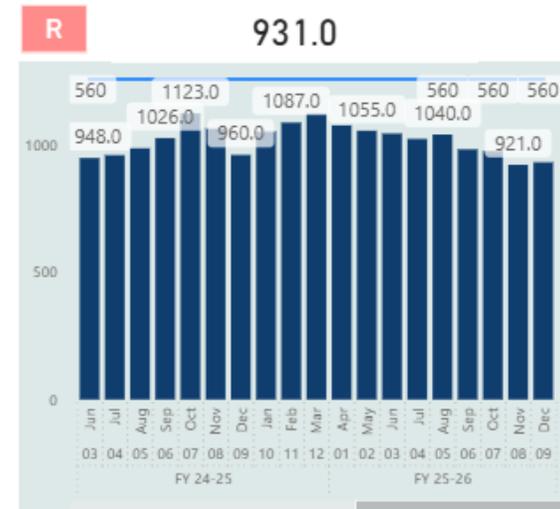
Number of children in relative low income families (under 16s)

Low is good



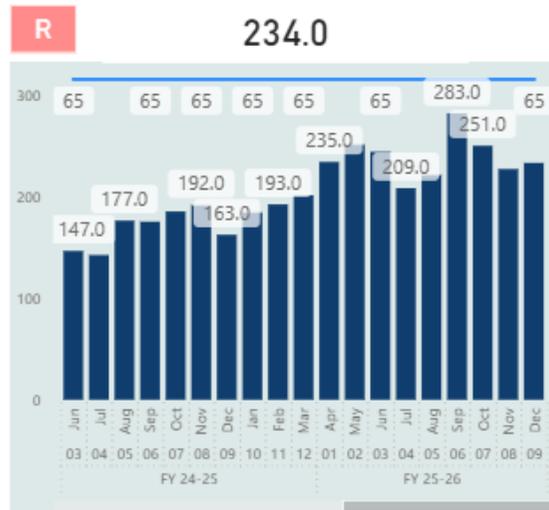
Number of statutory homeless cases open on the last day of the month

Low is good



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

Low is good



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

Low is good



Number of rough sleepers currently being supported

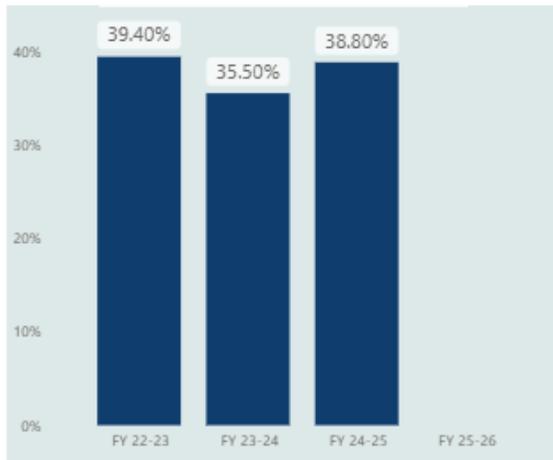
High is good



Year 6: Prevalence of overweight (including obesity) (%)

Low is good

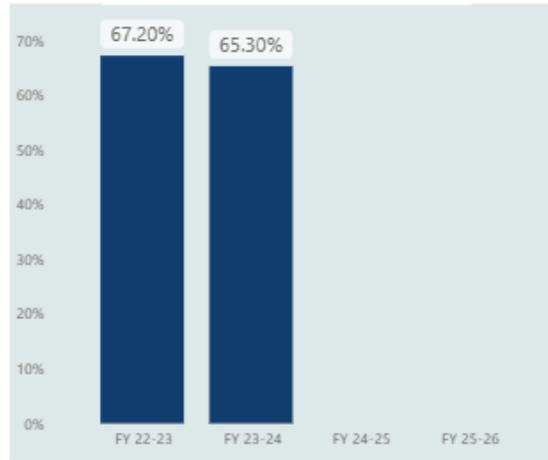
38.8%



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

Low is good

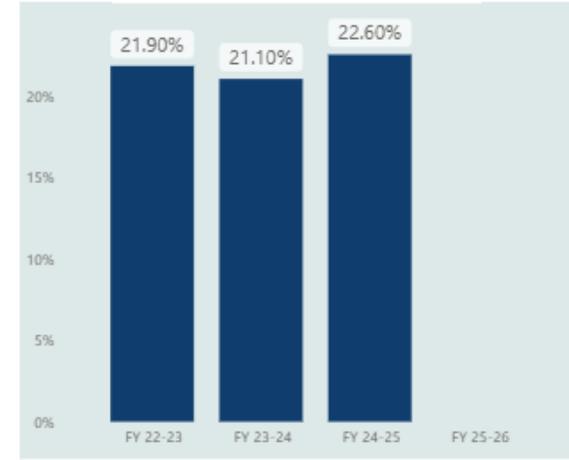
65.3%



Reception: Prevalence of overweight (including obesity) (%)

Low is good

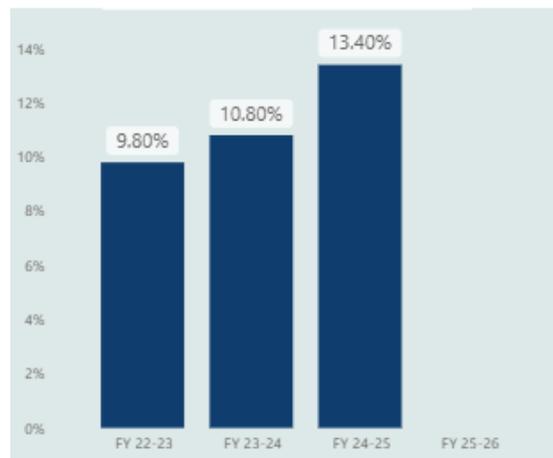
22.6%



Smoking prevalence in adults (18+) - Current Smokers (APS) (%)

Low is good

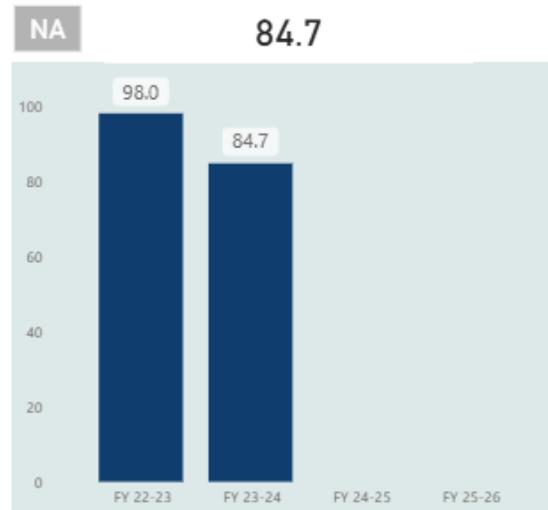
13.4%



Under 75 mortality rate from all cardiovascular diseases (rate per 100,000, includes heart disease and stroke)

Low is good

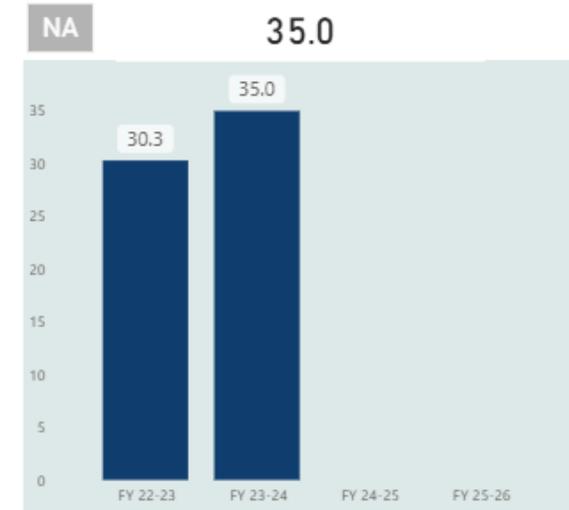
84.7



Under 75 mortality rate from liver disease (rate per 100,000 residents)

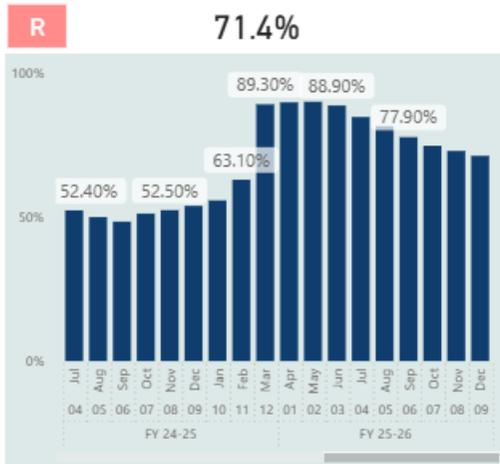
Low is good

35.0

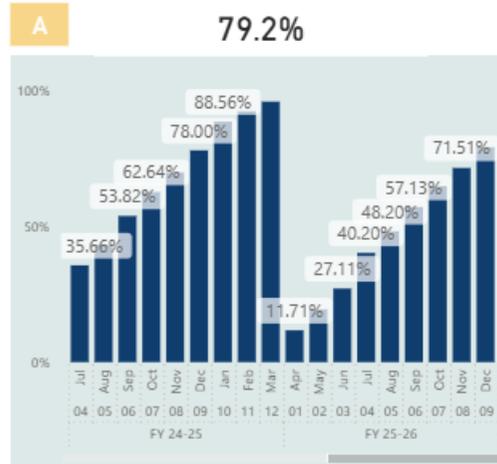


Priority: Enablers - Corporate Performance - Power BI

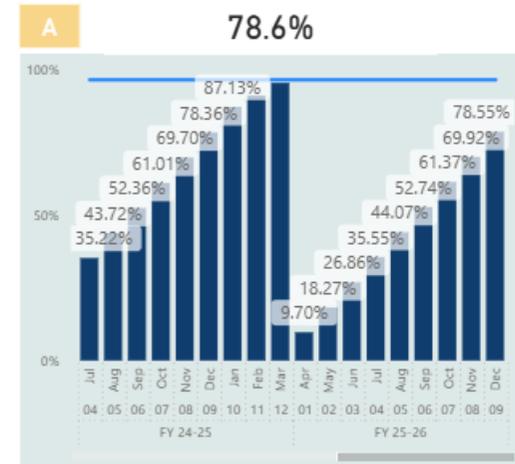
% annual PDRs completed in previous 12 months (Bury Council)
High is good



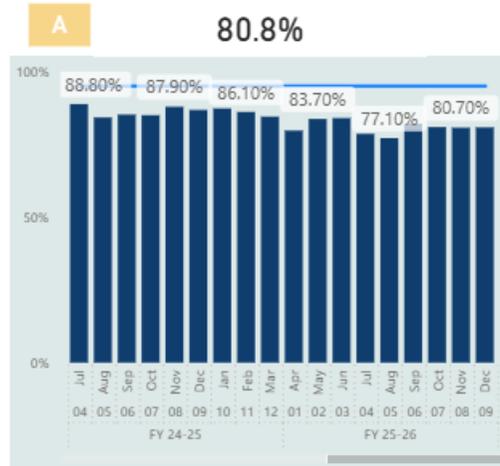
% Business rates collected
High is good



% Council Tax collected
High is good



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



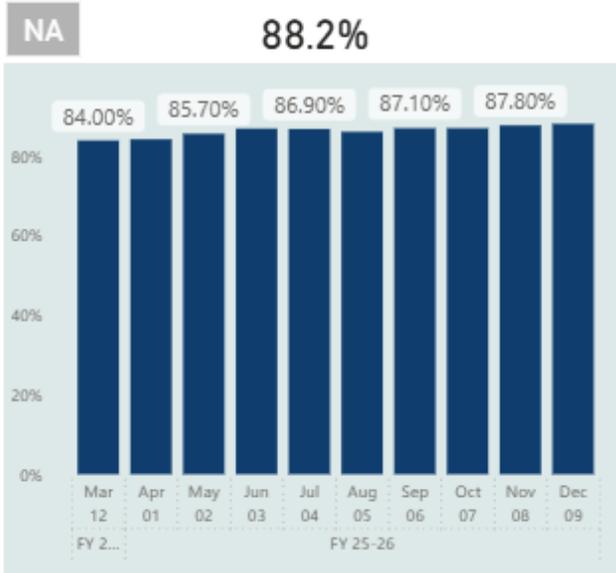
Sickness absence: average number of days lost per FTE per year (Bury Council)
Low is good



Number of new registrations on VCFA Volunteering Bank
High is good



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



% Staff turnover (Bury Council)
Low is good

