

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

Summary

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

Recommendation(s)

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

Reasons for recommendation(s)

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

Alternative options considered and rejected

7. Not applicable

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Background

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



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

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

Corporate Plan 2026/27

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

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

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

- Following the approval of a new Community Safety Strategy, a six-month update was provided to the Council's Overview and Scrutiny Committee. The update highlighted progress across several key areas, including GMP Bury's leadership on refreshing the Serious Violence Duty needs assessment and associated action plan; the delivery of a Winter of Action in town centres featuring ASB surgeries and joint patrols with GMP, BID Security Officers and Council Public Protection teams; and the launch of the first Standing Together grant round, which attracted over 30 applications and resulted in funding awards being made. A strengthened focus on community cohesion has been taken following the attack on Heaton Park Synagogue in October 2025, with strong partnership working across all Greater Manchester agencies.
- A relentless focus on improving quality and outcomes in adult social care has also been maintained to reduce health inequalities. Quarterly performance reports have been presented to Cabinet and reviewed by the Council's Health and Wellbeing Board and Health Scrutiny Committee. The focus of these reports has been to track delivering against the milestones within the Adult Social Care Plan. Achievements include:
 - Commissioning of a charity, "Respect for All" to work with the Council to develop an autism coproduction network for Bury autistic adults and people who know them well and the draft autism strategy 2025-2028 has been delivered.
 - The user-led group for mental health continues to expand with support from Gaddum, a charity that offers a range of mental health services in Greater Manchester, focusing on reviewing the referral pathway for social care mental health over the next three months.
 - Older people's mental health teams have initiated collaborative work to enhance the intermediate care offer, involving IMC, Pennine Care, and the Older People Mental Health Team.
 - Commencement of Reablement and IMC@Home MDTs to improve the customer journey has started. These meetings are designed to enhance the customer journey by providing more comprehensive and coordinated care.
 - The Intermediate Tier workforce strategy has been refreshed for 2026/27. The strategy will play a crucial role in shaping the workforce ensuring the team are well-equipped to meet the increasing challenges and create opportunities.
 - Our Independent Provider Workforce Support Programme has been launched and is being delivered by the Bury Care Academy; supporting providers with their recruitment and retention challenges as well as learning, development, succession planning and career progression.
 - Together Towards Outstanding Care Strategy has been launched. This encompasses all the Council approaches and programmes of support available to providers. These all work

together to drive improvements and deliver outstanding care in the borough.

- Prevention and Wellbeing, Extra Care, Dementia and Ageing Well strategies were approved and published.
 - The Young People Supported Accommodation tender has been approved.
 - The new Carers service went live in June 2025 following tender assessment and approval.
- In relation to staff engagement, in December we achieved our highest ever engagement in the staff survey, with 45% of colleagues sharing their views, an increase from 33% from our last survey in October 2024. As a strong measure of staff engagement and commitment to our priorities, seven out of ten respondents stated that they would recommend Bury Council as a “great place to work”. This score had increased from 60% in the last survey. The Council’s scores were benchmarked against other local authorities where we outperform other councils, particularly with 84% of our staff stating “I can contribute to improvement within my area of work”.

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

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

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

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

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

Key Performance Indicator Framework

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

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

Links with the Corporate Priorities:

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

Equality Impact and Considerations:

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

Environmental Impact and Considerations:

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

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Lack of capacity to deliver against the Corporate Plan priorities which reduces our ability to achieve the LET'S Vision	Ensuring a clear golden thread between employee reviews and Corporate Plan priorities, so that strategic objectives are translated into practical, on-the-ground actions that can be regularly monitored, reducing the risk of delays or incomplete delivery.

Legal Implications:

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

Financial Implications:

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

Appendices:

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

Background papers:

None.

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

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

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

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