Bury Council

Classification:	Decision Type:
Open	Non-Key

Report to:	Cabinet	Date: 08 July 2026
Subject:	Corporate Plan Quarter Four 2025/26 Performance & Delivery	
Report of	Deputy Leader and Cabinet Member for Finance and Corporate Services	

Summary

1. In June 2025, Cabinet approved the Council's Corporate Plan for 2025/26, setting out the strategic priorities and delivery objectives for the year in support of the LET'S Do It! vision.

This report provides an overview of progress during Quarter Four (January to March 2026) and the overall position at year end. Despite the scale and complexity of delivery, including the impact of external dependencies and the pre-election period, the majority of objectives have been delivered or remain on track, with risks managed where required. Progress has continued across all three priorities supported by delivery of the Council's enabling programmes.

Despite the scale of ambition contained with the 2025/26 Corporate Plan, and alongside those other unforeseen activities that required additional capacity, the majority of the plan has been delivered. However, as the Council's three priorities are multi-year programmes of work, there is still more to do which is reflected in the performance against outcomes. Focus will need to continue to be sustained to improve outcomes:

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

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.

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 priorities are repeated for 2025/26. Key objectives have been described against each of these priorities, together with a clear set of quarterly delivery milestones.

Recommendation(s)

2. Cabinet is asked to:
   - Note the Quarter Four position on progress against the Corporate Plan 2025/26

Reasons for recommendation(s)

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

Alternative options considered and rejected

4. Not applicable

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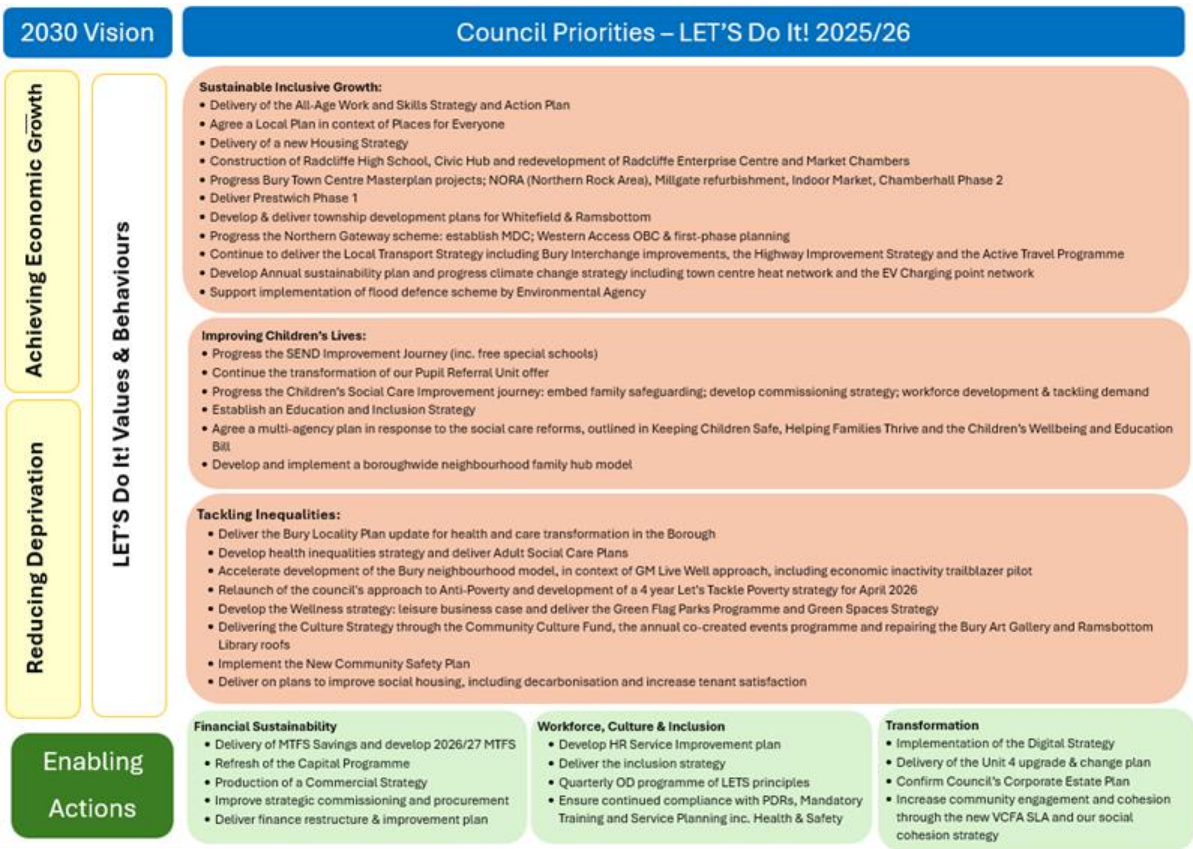
Background

5. 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:

6. 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:

7. 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:

8. 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	

Procurement Implications:

9. Procurement continue to support the corporate plan ensuring compliance and support to delivery of the objectives.

Legal Implications:

10. There are no specific legal considerations however regular updating reports to Cabinet form part of our Council governance assurance process.

Financial Implications:

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

Appendices:

Appendix One: Corporate Plan 2025-26
Appendix Two: Corporate Plan Performance Dashboards
Appendix Three: Corporate Plan Q4 2025-26 Delivery Summary (available upon request)

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**
Corporate Plan	The Council's agreed annual plan setting out priorities, key objectives and delivery milestones.
LET'S Do It!	The Council's long-term vision for the borough to 2030, underpinning all priorities.
Quarter 4 (Q4)	Final reporting period of the financial year (Jan–Mar 2026), providing year-end position.
KPI (Key Performance Indicator)	Measures used to assess progress and performance against objectives.
RAG Rating	Delivery status: Green (on track), Amber (not on track – risk addressed), Red (not on track – risk identified).
FTE (Full-Time Equivalent)	Standard measure of staffing capacity.
EHCP	Statutory plan setting out support for children with special educational needs and disabilities.
SEND	Special Educational Needs and Disabilities service area.
PRU	Pupil Referral Unit for children unable to attend mainstream education.
MTFS	Medium-Term Financial Strategy setting out the Council's financial plans over multiple years.
Unit 4	The Council's core finance and enterprise system supporting financial management.
GMCA	Greater Manchester Combined Authority, regional strategic body.
GM Pledge	Social care commitment within GM to ensure skilled, stable and better social work practice
Places for Everyone	Regional development framework guiding housing and infrastructure planning.
VCFA / VCSE	Voluntary, Community, Faith and Social Enterprise sector partners.
Live Well	Greater Manchester approach to prevention, wellbeing, and community-based support.
CQC / Ofsted	National regulators for health/social care (CQC) and children's services/education (Ofsted).
SHDF	Government funding programme supporting energy efficiency in social housing.
EIA	Equality Impact Assessment to ensure decisions consider equality and inclusion.
CO_2e	Measure of carbon emissions used to track environmental impact.

Corporate Plan Quarter four 2025-26 Performance and Delivery

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

Performance against the Corporate Plan continues to be supported by both delivery milestones and a suite of aligned Key Performance Indicators. At Quarter Four, the overall position remains positive, with the majority of objectives on track or complete at year end.

A number of indicators demonstrate improved performance across the year, particularly in economic participation, safeguarding outcomes and workforce stability. At the same time, there remain areas of pressure, most notably within housing demand, health inequalities and aspects of organisational compliance. These pressures reflect wider national and regional trends and continue to be actively managed.

2. Sustainable Inclusive Growth

2.1 Key Achievements

Overall delivery against this priority is on track, with the majority of objectives progressing in line with planned milestones. A number of objectives are recorded as not on track but with any associated risks addressed, reflecting dependencies on funding, procurement timelines and the impact of the pre-election period. Mitigations to reduce the impact of these risks remain in place. One objective is flagged with a risk identified due to the impact of an external provider delaying the flood defences at Hardy's Gate bridge.

During Quarter Four, delivery has continued across a wide-ranging programme of regeneration, infrastructure and strategic planning activity, with a clear shift from consultation into implementation. Labour market performance remains strong, with 95.7% of 16–17-year-olds in education, employment or training, reflecting continued engagement in education and skills pathways.

Significant progress has been made across regeneration programmes. In Bury town centre, works to deliver the market canopy improvements and Flexi Hall substructure have been completed, alongside procurement activity to appoint an operator and progress the next phase of development. In parallel, activity across the quarter has included public engagement on town centre improvements and the continued promotion of Bury as a destination, reflecting a coordinated approach to growth and place-making. The borough continues to support a stable business base, with 7,800 businesses recorded.

In Prestwich, delivery has moved into a more visible phase, with construction activity progressing on the Travel Hub and enabling works across the Longfield Centre site. This has included the closure and relocation of the library and continued engagement with residents on Phase 2 proposals, including consultation and myth-busting activity to address concerns. Milestones around planning submission and site preparation have been achieved, positioning the scheme for progression into the next phase. Housing delivery also reflects strategic priorities, with 96% of completions on brownfield land.

Across Radcliffe and other township programmes, delivery has focused on both physical improvements and community-led investment. This has included progression of the Radcliffe Hub and the launch of the Pride in Place programme. Outputs include the delivery of 312 homes and an increase in affordable housing provision to 88 units.

A key area of focus in Quarter Four has been strategic planning, including extensive engagement with residents on Places for Everyone sites at Elton Reservoir, Walshaw and Simister/Bowlee. This consultation activity represents a major milestone in shaping future growth and has been supported by significant communication and engagement activity. Although formal progression of the Local Plan has been delayed due to the pre-election period, the evidence base has been strengthened, and the Council is well placed to progress in 2026/27.

Infrastructure delivery has continued throughout the quarter, including active travel schemes, highways maintenance and winter service activity. This has included management of disruption associated with major schemes and ongoing communication with residents. Environmental performance shows progress, with 77.0% of street lighting converted to LED and 102 EV charge points installed.

Overall, Quarter Four demonstrates sustained delivery across growth programmes, combining major infrastructure, regeneration and planning activity with ongoing resident and stakeholder engagement.

3. Improving Children's Lives

3.1 Key Achievements

Overall delivery against this priority is on track, with objectives either complete or progressing in line with plan. Two objectives are recorded as not on track, but with associated risks addressed, reflecting delays relating to estate constraints and site availability as well as recruitment issues and the impact of the SEND inspection on capacity.

During Quarter Four, activity has continued to focus on improving outcomes for children and young people, with sustained delivery across SEND, safeguarding and early help. Performance remains stable, with 93% of EHCPs issued within statutory timescales, demonstrating strong compliance despite increasing demand.

SEND has remained a key area of focus throughout the quarter, with continued work to expand provision and improve the system. This includes development of additional resource provision, improvements to the Local Offer and ongoing engagement with parents and carers. Demand remains high, with 456 EHCPs issued in the last 12 months, and 2,094 children supported, reflecting both need and improved identification.

Progress has also continued in alternative provision, including the relocation of the Pupil Referral Unit to an interim site. While challenges remain in identifying a permanent location, alternative solutions have been developed and delivery continues. Safeguarding outcomes have improved, with the rate of child protection plans reducing to 33 per 10,000, reflecting the impact of early intervention.

Children’s social care improvement has continued, with further embedding of the Family Safeguarding model and improved workforce stability. Agency reliance has reduced to 14.0% due to the GM pledge, national agency guidance and Bury CSC improvement in reputation for job satisfaction. Referrals have reduced to 451 per 10,000 and we’ve seen a downward trend in the number of children in or entering care and with a CPP. This is due to the impact of the family safeguarding model ensuring a more consistent, skilled and stable workforce delivering better practice.

A key milestone during the quarter has been the opening of the Chesham Family Hub, supporting delivery of neighbourhood-based early help. This forms part of a wider programme to localise services and improve access for families. Delivery of holiday provision, including the HAF programme, has also continued, providing support outside of term time.

Education activity has included coordination of secondary school places and support for transitions, alongside wider engagement with schools through the Education and Inclusion Strategy. School readiness has increased to 65.2%, showing gradual improvement towards the target of 74% set by the DfE.

Overall, delivery reflects continued strengthening of the system, with improved outcomes in key areas alongside sustained demand.

4. Tackling Inequalities

4.1 Key Achievements

Overall delivery against this priority is on track, with the majority of objectives progressing in line with planned milestones. One objective is recorded as not on track but with associated risks addressed, reflecting continued demand pressures, particularly within housing and cost-of-living services.

During Quarter Four, delivery has focused on supporting residents through a combination of preventative activity, targeted interventions and community engagement. A significant programme of work has been delivered to support health and wellbeing, including winter health support, smoking cessation campaigns and mental health engagement activity. This has been delivered alongside broader behaviour change campaigns and preventative programmes aimed at improving long-term outcomes. Screening rates remain strong, including 73.1% cervical and 70.4% bowel cancer screening coverage.

However, wider health inequalities remain evident, including 10.8% smoking prevalence and 22.6% excess weight in children.

Housing and neighbourhood activity has been a major focus throughout the quarter, with continued delivery of damp and mould interventions, tenant engagement and neighbourhood walkabouts. This has been supported by increased visibility of services within communities and a focus on responding to resident concerns. Despite this, demand pressures remain significant, with 281 households in temporary accommodation, 565-day waiting times for accommodation, and over 1,060 homelessness presentations. A thorough data cleanse and good maintenance of the housing waiting list have sustained a reduction in average waiting time on the housing register over the past 6 months.

There are also positive outcomes from targeted interventions, with 89 households prevented from becoming homeless or supported, alongside delivery of employment and skills programmes which have contributed to reductions in economic inactivity.

Alongside this, the Council has continued to deliver support to residents through cost-of-living programmes, including warm spaces, advice and targeted financial support. This has been complemented by community engagement activity, events and partnership working across the voluntary sector.

A broad programme of inclusion and cohesion activity has also been delivered during the quarter, including cultural and faith-based events, equality campaigns and community safety initiatives. Community safety activity has included joint work with partners to address antisocial behaviour and support safer town centres. Perception indicators remain stable, with 65% of residents feeling safe and 64.4% reporting good community cohesion.

Overall, activity in Quarter Four reflects a coordinated and neighbourhood-based approach, combining service delivery, prevention and engagement to address inequalities.

5. Enablers

5.1 Key Achievements

Overall delivery across the enabling programme is on track, with a number of objectives complete. A small number are recorded as not on track, reflecting delivery complexity within major transformation programmes.

During Quarter Four, a key milestone has been the agreement of the 2026/27 budget and Medium-Term Financial Strategy, following consultation and scrutiny activity. This provides a clear financial framework for delivery and reflects a significant organisational achievement.

Work has also continued to strengthen procurement, commissioning and financial management processes through the Finance Transformation Programme.

Transformation activity has progressed, including progression of the finance restructure and continued work on the Unit 4 system. While delivery timelines have been revised due to system complexity, progress continues with a clear recovery plan in place.

Workforce and organisational development activity has continued, including delivery of the LET’S programme, staff engagement activity and internal communications. Workforce stability has improved, with staff turnover reducing to 11.4%, a sign of good retention especially during the current testing climate.

This testing climate is reflected in our staff sickness which has increased over the year to 14.1 average days lost per FTE per year, a third of which is due to mental health and could be attributed to the reduction in agency staff.

However, there are areas requiring improvement, including 74.4% training compliance, which is below target and subject to ongoing action to address and improve.

Governance and partnership activity has continued, including delivery of audit improvement actions, democratic processes and engagement with the voluntary sector.

Community participation has increased, with 142 new VCFA registrations, strengthening partnership delivery.

Overall, enabling activity has continued to support delivery across all priorities, with strong financial performance and continued organisational improvement.

6. Conclusion

Following Quarter Four, the overall position against delivery of the Corporate Plan for 2025/26 remains positive. The majority of objectives have been delivered or are on track, with a small number subject to managed risks where delivery is influenced by external dependencies or system pressures.

Progress has been sustained across key areas, including regeneration, children’s services and targeted action to address inequalities. This has been supported by delivery of enabling programmes, particularly in relation to financial sustainability and organisational stability.

Performance trends broadly align with delivery, with improvement in a number of indicators, alongside continued pressures in housing, health inequalities and organisational compliance.

Overall, the year-end position reflects a stable and improving picture of delivery, with a strong foundation for continued progress in 2026/27.

Appendix One: Corporate Plan 2025-26

2030 Vision	Council Priorities – LET'S Do It! 2025/26

Achieving Economic Growth

Reducing Deprivation

LET'S Do It! Values & Behaviours

Sustainable Inclusive Growth:

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

Improving Children's Lives:

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

Tackling Inequalities:

- Deliver the Bury Locality Plan update for health and care transformation in the Borough
- Develop health inequalities strategy and deliver Adult Social Care Plans
- Accelerate development of the Bury neighbourhood model, in context of GM Live Well approach, including economic inactivity trailblazer pilot
- Relaunch of the council's approach to Anti-Poverty and development of a 4 year Let's Tackle Poverty strategy for April 2026
- Develop the Wellness strategy: leisure business case and deliver the Green Flag Parks Programme and Green Spaces Strategy
- 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
- Implement the New Community Safety Plan
- Deliver on plans to improve social housing, including decarbonisation and increase tenant satisfaction

Enabling Actions

Financial Sustainability

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

Workforce, Culture & Inclusion

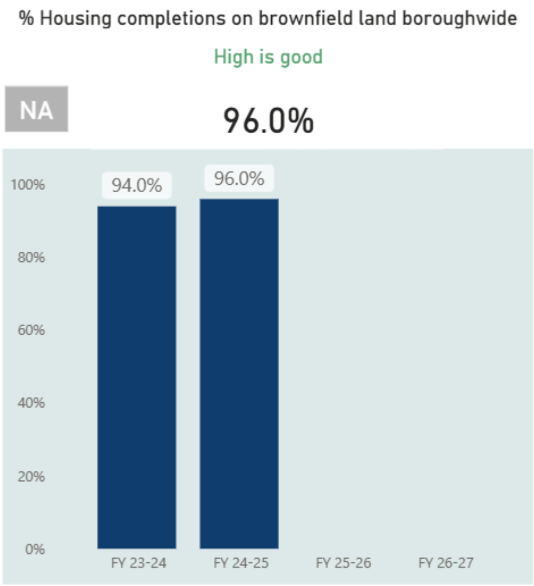
- Develop HR Service Improvement plan
- Deliver the inclusion strategy
- Quarterly OD programme of LETS principles
- Ensure continued compliance with PDRs, Mandatory Training and Service Planning inc. Health & Safety

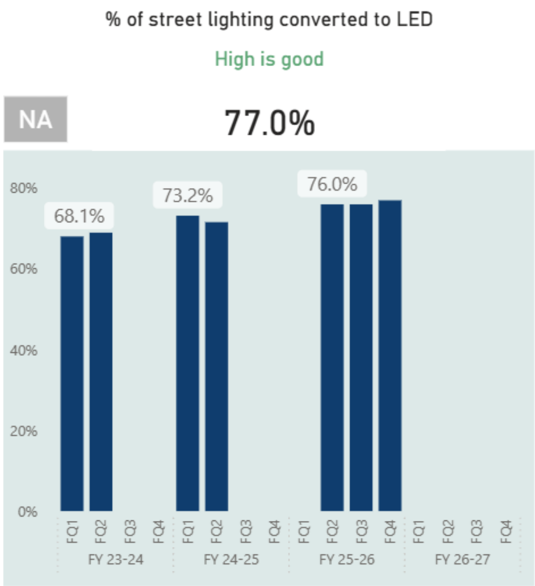
Transformation

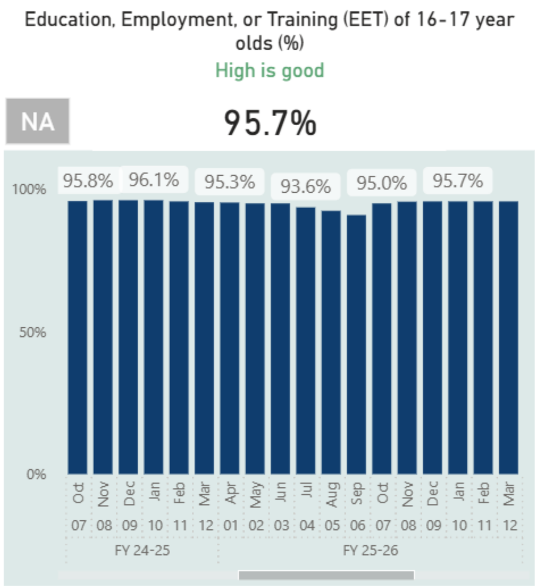
- Implementation of the Digital Strategy
- Delivery of the Unit 4 upgrade & change plan
- Confirm Council's Corporate Estate Plan
- Increase community engagement and cohesion through the new VCFA SLA and our social cohesion strategy

Appendix Two: Corporate Plan Performance Dashboards

Sustainable Inclusive Growth





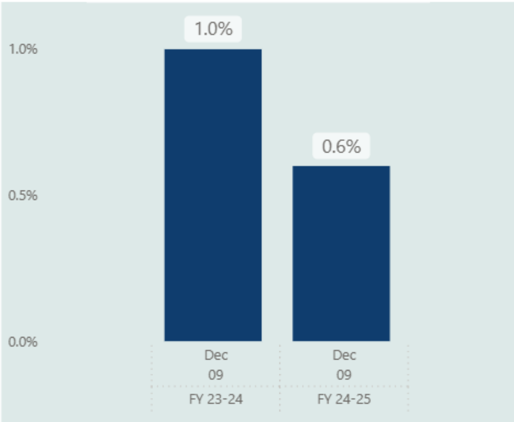


GM Neighbourhood Floor Target - % of premises unable to access download speeds of at least 30 mbits/s

Low is good

NA

0.6%

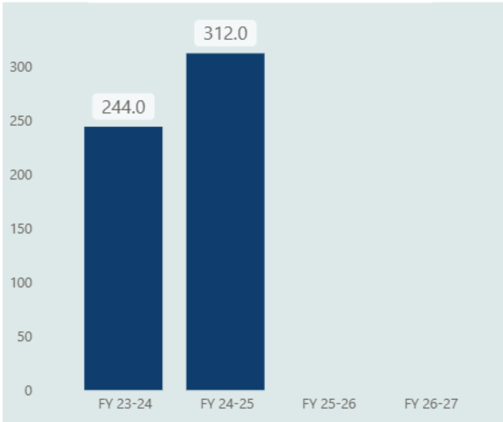


Annual housing completions boroughwide

NA

NA

312.0

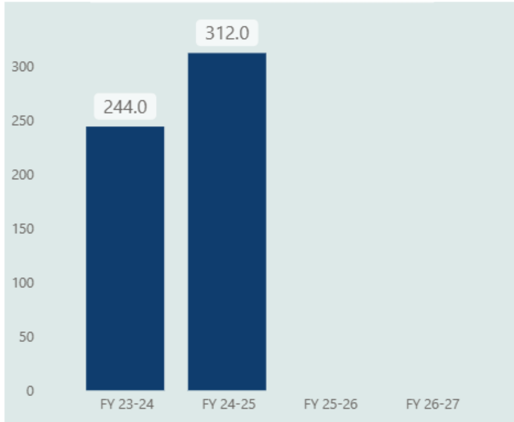


Annual housing completions boroughwide

NA

NA

312.0

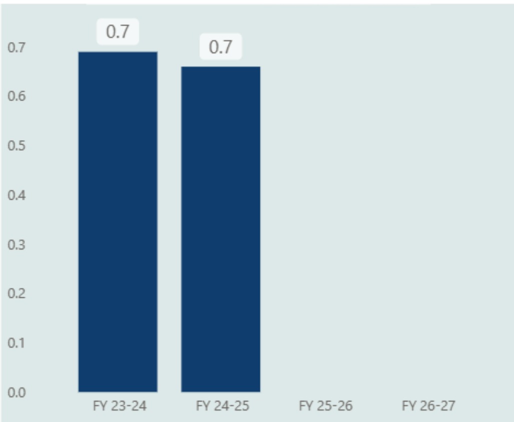


Job Density - The numbers of jobs per resident aged 16-64

NA

NA

0.7

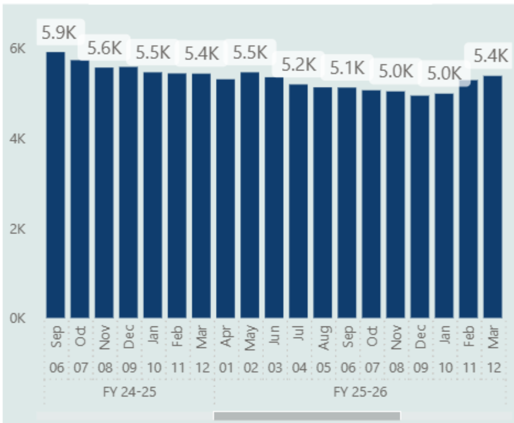


NOMIS Claimant Count

Low is good

NA

5390.0

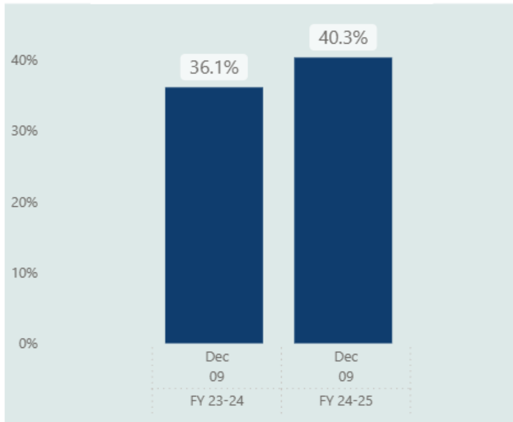


Energy efficiency of housing in the borough (% Band A-C)

High is good

NA

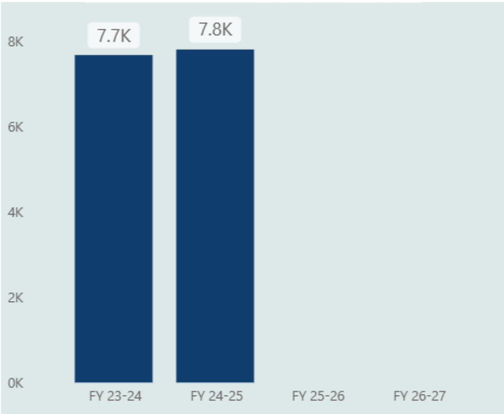
40.3%



UK Business Count

High is good

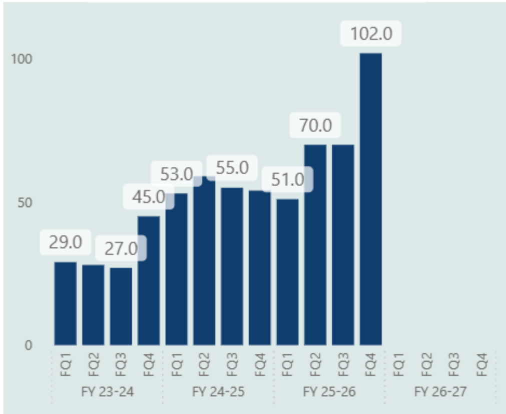
NA 7800.0



Number of EV Charge Points

High is good

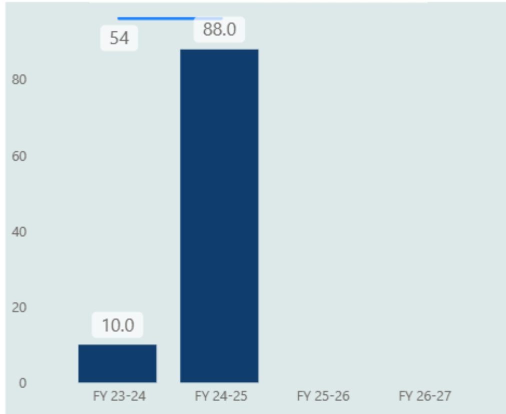
NA 102.0



Number of housing units completed in the borough which are affordable

High is good

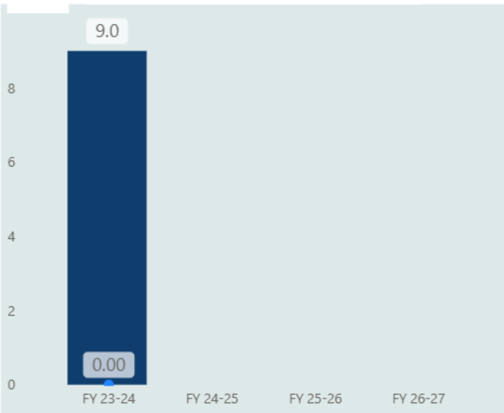
G 88.0



Total CO2 emissions resulting from council operations (KtCO2e)

Low is good

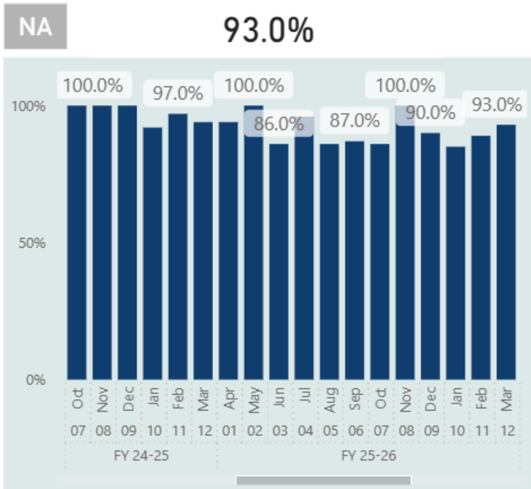
R 9.0



Improving Children's Lives

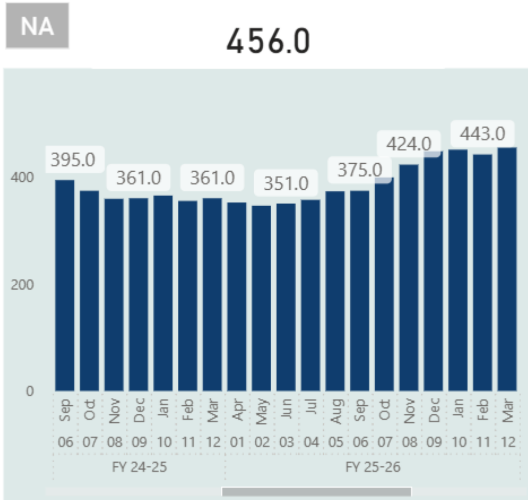
EHCP: Percent of Plans issued on time, compliance at 20 weeks

High is good



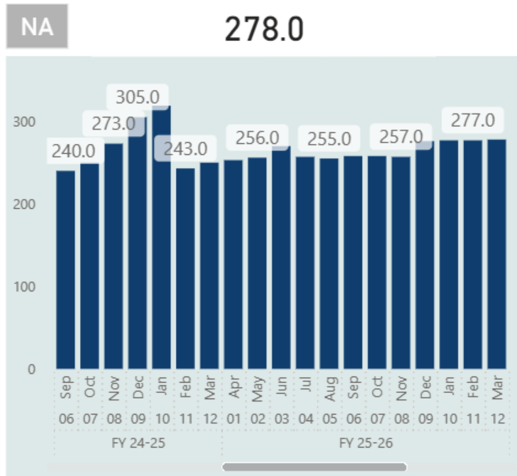
New EHCP's issued in the last 12 months

NA



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

NA

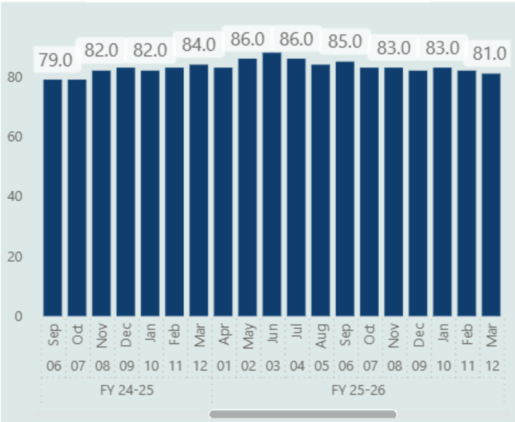


Rate of CLA per 10,000 children (snapshot)

NA

NA

81.0

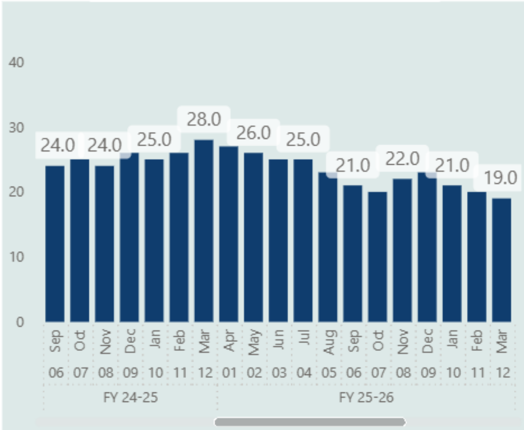


Re-referrals: children with a previous referral within 12 months of their latest referral (last 6 months)

Low is good

NA

19.0

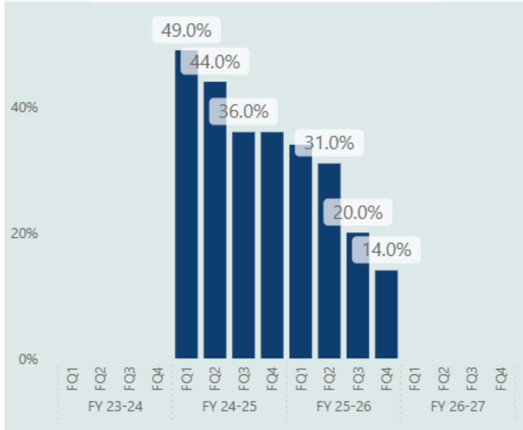


% current frontline social workers who are agency workers (Children's)

NA

NA

14.0%

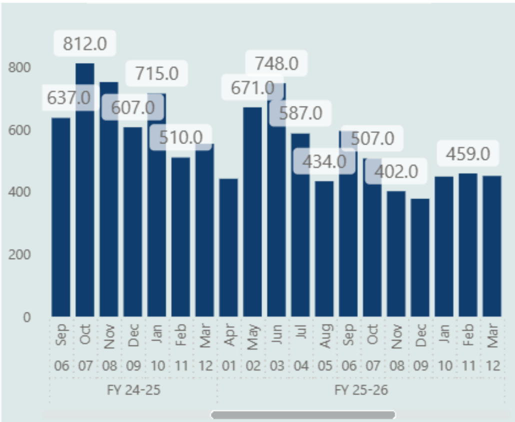


Rate of referrals per 10,000 children aged 0-17 over the last 6 months

NA

NA

451.0

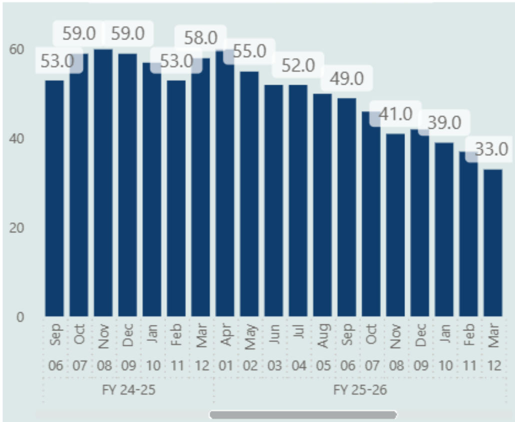


Rate of CPP per 10,000 children aged 0-17 (latest)

NA

NA

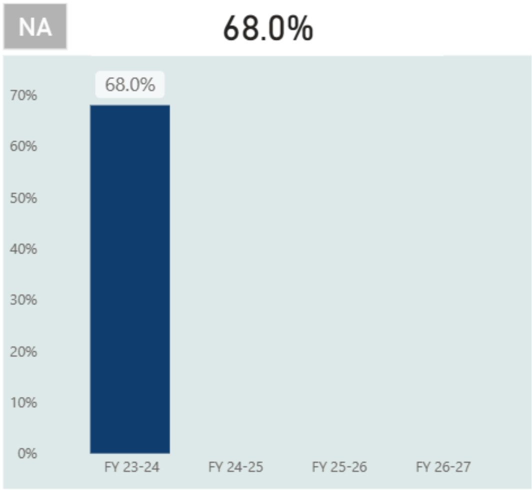
33.0



Tackling Inequalities

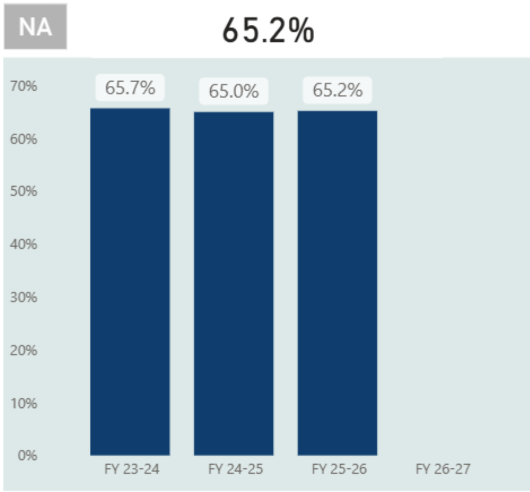
% of physically active adults

High is good



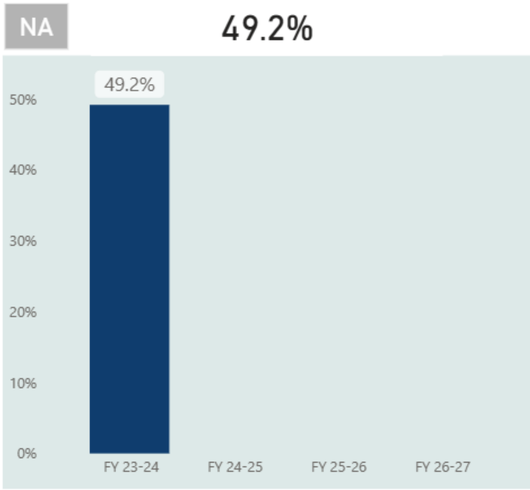
% of children defined as ready for school

High is good



% of physically active children and young people (5-16 years)

High is good

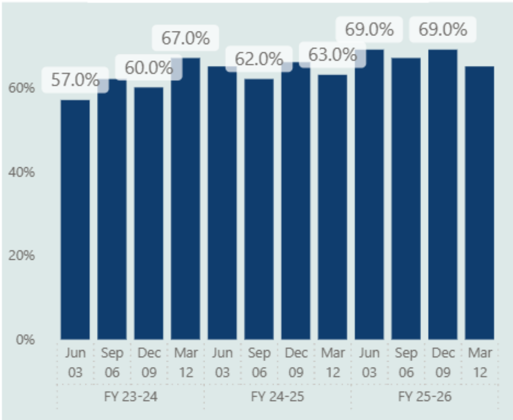


GM Crime Survey - % of residents who are confident that they could get help from GMP in an emergency

High is good

NA

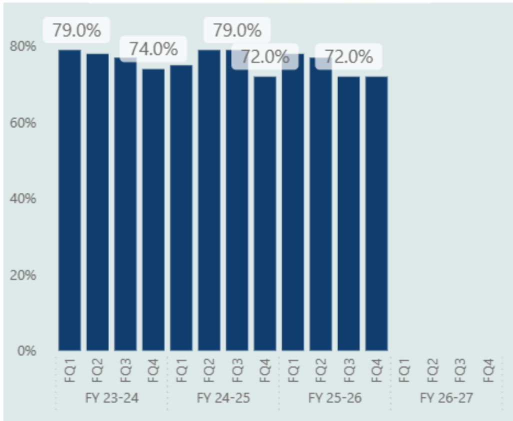
65.0%



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

NA

72.0%

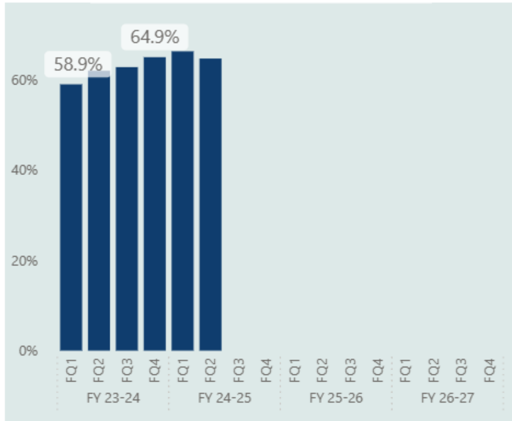


Health Visitor: percentage of children aged 2.5 years who received a 2 - 2.5 year review

High is good

NA

64.6%

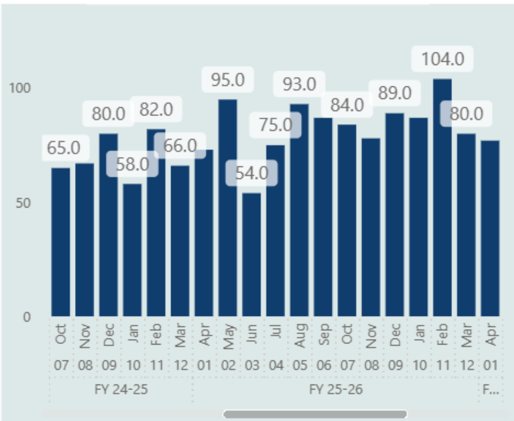


Number of people on waiting list for ASC needs assessment (snapshot last day of the month)

Low is good

NA

77.0

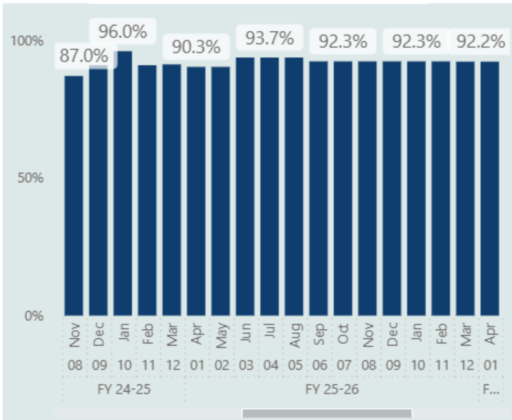


The percentage of adult social care providers rated good or outstanding by CQC

High is good

NA

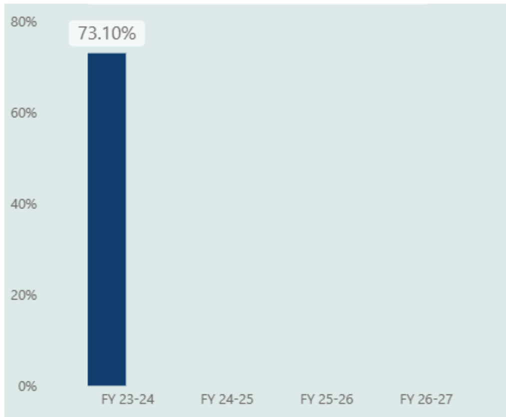
92.2%



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

High is good

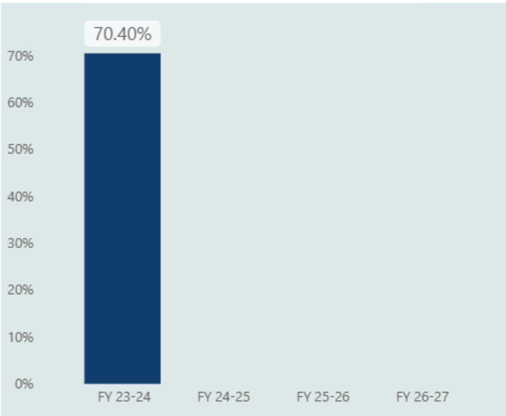
73.1%



Cancer screening coverage: bowel cancer (%)

High is good

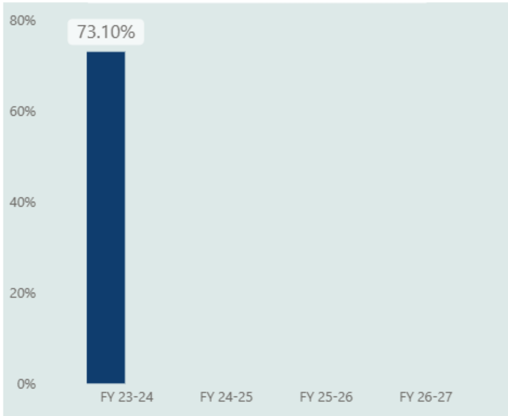
70.4%



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

High is good

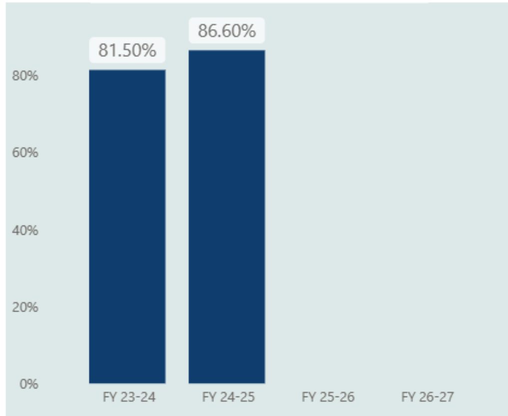
73.1%



MMR for two doses - 5 years old (%)

High is good

86.6%

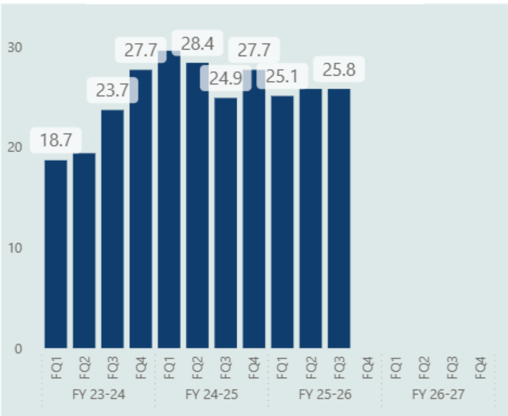


Economic Inactivity

Low is good

NA

25.8

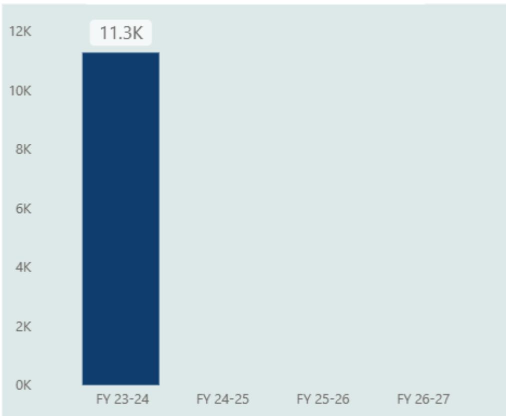


Number of children in relative low income families (under 16s)

Low is good

NA

11.3K

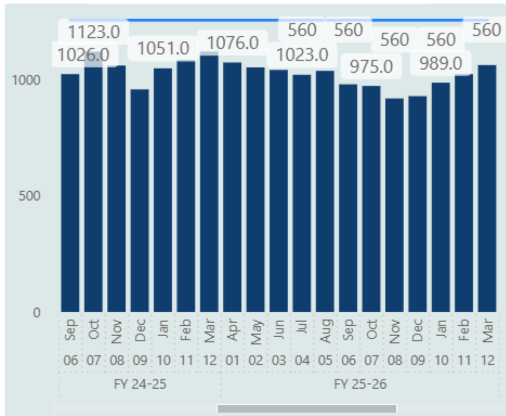


Number of statutory homeless cases open on the last day of the month

Low is good

R

1065.0

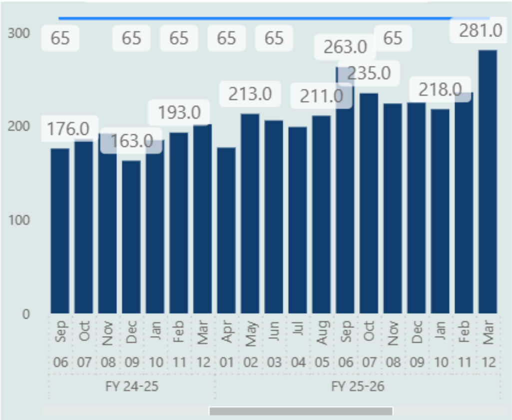


Number of households in temporary accommodation on last day of the month

Low is good

R

281.0

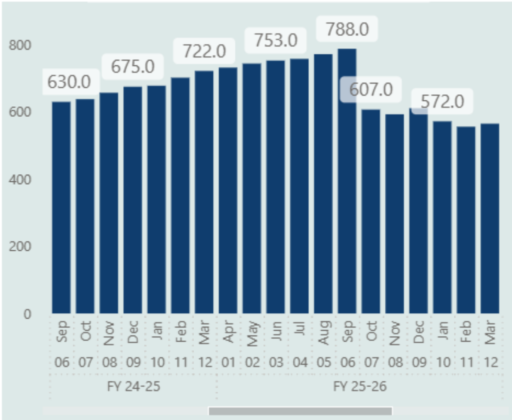


Average waiting time on housing register (all applications) (snapshot)

Low is good

NA

565.0

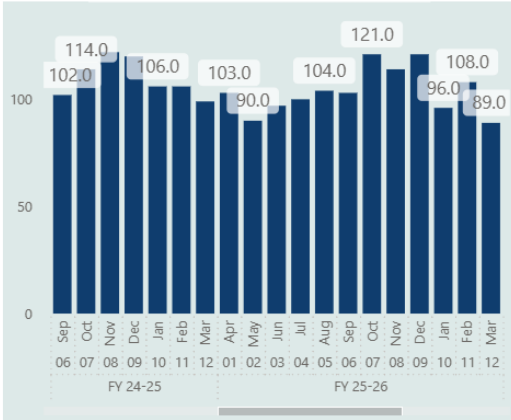


Number of rough sleepers currently being supported

High is good

NA

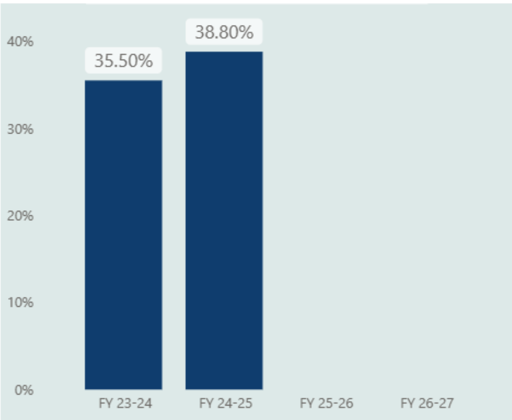
89.0



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

Low is good

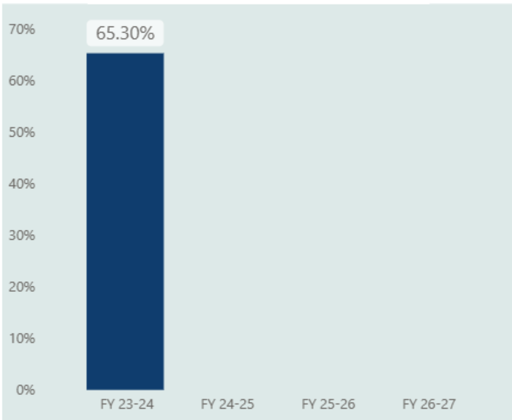
38.8%



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

Low is good

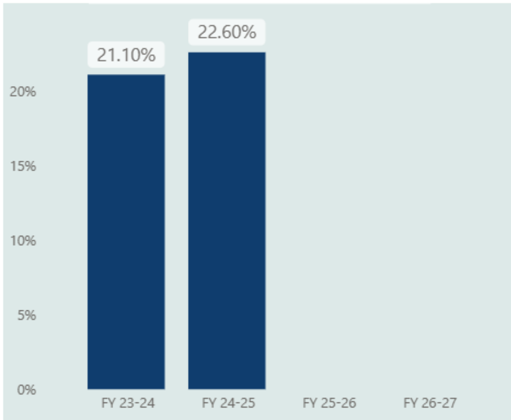
65.3%



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

Low is good

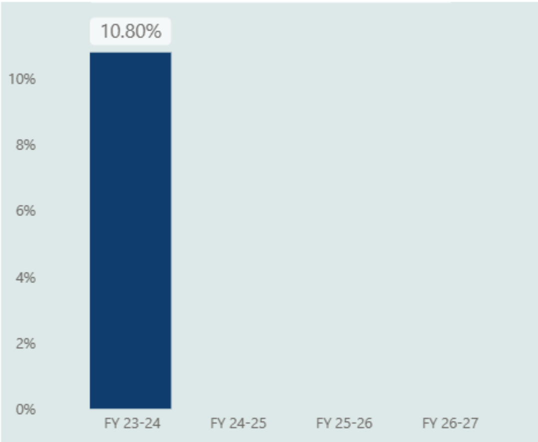
22.6%



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

Low is good

10.8%

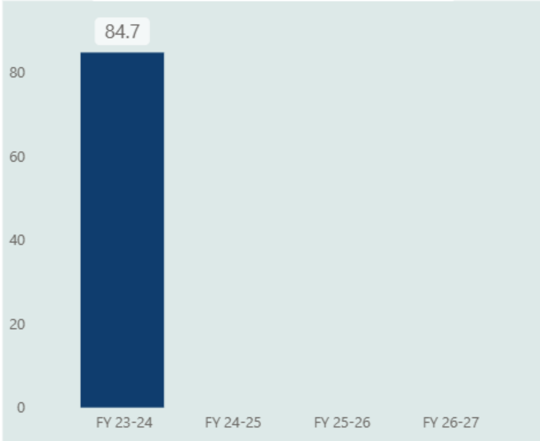


Under 75 mortality rate from cardiovascular disease (rate per 100,000)

Low is good

NA

84.7

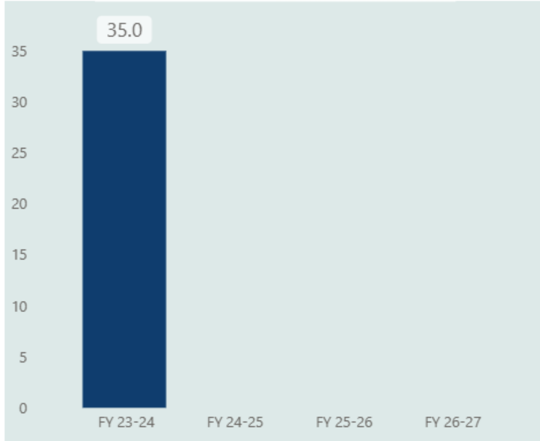


Under 75 mortality rate from liver disease (rate per 100,000 residents)

Low is good

NA

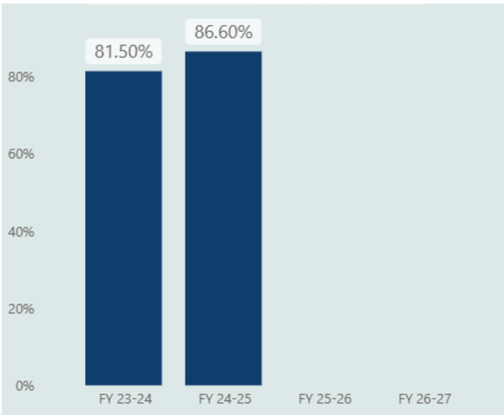
35.0



MMR for two doses - 5 years old (%)

High is good

86.6%

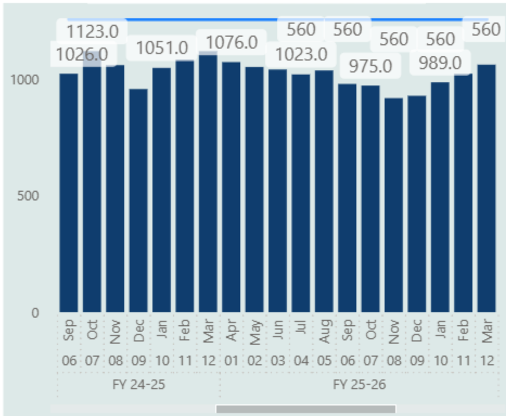


Number of statutory homeless cases open on the last day of the month

Low is good

R

1065.0



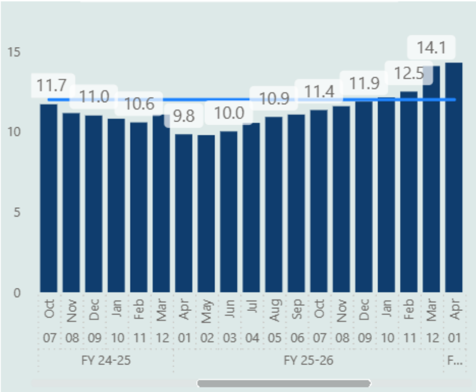
Enablers

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

Low is good

G

14.3

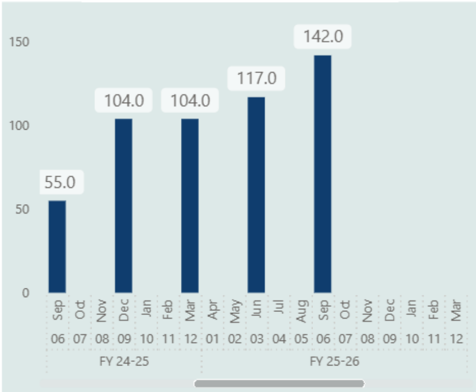


Number of new registrations on VCFA Volunteering Bank

High is good

NA

142.0



% Staff turnover (Bury Council)

Low is good

A

11.9%