SCRUTINY REPORT

MEETING:	**Overview and Scrutiny Committee**
DATE:	**24th November 2026**
SUBJECT:	**Corporate Plan Q2 2026-27 Performance & Delivery**
REPORT FROM:	**Deputy Leader and Cabinet Member for Finance and Corporate Services**
CONTACT OFFICER:	**Sarah Hammersley, Performance & Intelligence Manager**

1.0 BACKGROUND

In April 2026, Cabinet approved the Council's Corporate Plan for 2026-27. 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.

2.0 ISSUES

This report provides an overview of progress during Quarter Two (July to September 2026) and demonstrates continued positive progress in delivery of the Council's Corporate Plan. Of the 31 objectives monitored through the Corporate Plan, 21 are assessed as on track and 9 are progressing with mitigating actions in place and 1 assessed as presenting a significant delivery risk. This is the same risk identified in the Quarter 1 position.

Performance data presents a mixed but generally positive picture with improvements across a number of key measures and continued progress in delivering priority projects and programmes.

3.0 CONCLUSION

Quarter 2 demonstrates continued positive delivery of the Corporate Plan, with the number of objectives assessed as on track increasing and one objective currently reporting a significant delivery risk. This is the same risk identified in the Quarter 1 position.

List of Background Papers:-

Corporate Plan 2026-27 Cabinet Report

https://councildecisions.bury.gov.uk/documents/s49331/Corporate%20Plan%202026-27.pdf

Contact Details:-

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Executive Director sign off Date:_____

JET Meeting Date:_____

PDT Meeting Date: 10th November 2026

Corporate Plan Performance & Delivery Report
Quarter 2 2026-27

Executive Summary

Quarter 2 demonstrates continued positive progress in delivery of the Council's Corporate Plan. Of the 31 objectives monitored through the Corporate Plan, 21 are assessed as on track and 9 are progressing with mitigating actions in place and 1 assessed as presenting a significant delivery risk. This is the same risk identified in the Quarter 1 position.
Performance data presents a mixed but generally positive picture, with improvements across a number of key measures and continued progress in delivering priority projects and programmes. Significant achievements have been made across regeneration, education, neighbourhood working, housing, health and organisational improvement activity.
While challenges remain in relation to housing demand, homelessness, workforce wellbeing and some complex transformation programmes, mitigating actions are in place and progress continues across all priority areas.

Driving Inclusive Growth

Performance Assessment

Performance against this priority remains strong, with six objectives on track and four progressing with mitigating actions. Significant progress has been made across regeneration, planning, infrastructure and town centre development activity.
Quarter 2 has seen continued advancement of major regeneration schemes, including completion of the Prestwich Travel Hub, progression of strategic housing developments, delivery of CRSTS-funded transport programmes and completion of consultation on the Publication Local Plan.
Housing delivery remains strong, with 312 annual housing completions recorded across the borough and 96% of housing completions delivered on brownfield land, significantly supporting the Council's regeneration ambitions and making effective use of previously developed sites. In addition, 88 new affordable homes have been completed, representing a substantial increase from the previous year.

Planning performance remains robust, with 86% of planning decisions granted and 100% of major development applications determined within statutory timescales or agreed extensions, demonstrating an efficient planning service that supports investment and development.

Environmental sustainability indicators continue to improve. 81% of street lighting has now been converted to LED technology, supporting reductions in energy consumption and carbon emissions. Waste collection volumes remain broadly stable at 5,177 tonnes, whilst the proportion of waste recycled stands at 48.4%, reflecting continued resident participation in recycling services. Household food waste contamination remains low at 8.7%.

Highway maintenance performance is mixed. Whilst 645 potholes were repaired during the period and 72% of highway repairs were completed on time, the number of potholes reported increased to 262.

What We Have Delivered

Key achievements during Quarter 2 include:

- Completion and handover of the Prestwich Travel Hub.
- Completion and handover of the Radcliff STAR Academy High School development.
- Completion of consultation on the Publication Local Plan.

- Progression of town centre regeneration programmes across the borough.
- Continued implementation of the Bury Town Centre Masterplan and housing delivery programme.
- Adoption and implementation of strategic development frameworks including Elton Reservoir, Walshaw and Simister/Bowlee.
- Continued progress on the Waste Management Strategy and borough-wide Parking Strategy.
- Approval of governance arrangements associated with Pride in Place.

What Residents Will Have Seen

Residents will have seen:

- Completion of major elements of the Prestwich Travel Hub and associated public realm improvements.
- Ongoing regeneration activity across Bury, Prestwich, Radcliffe, Whitefield and Ramsbottom.
- Visible progress on active travel and transport infrastructure schemes.
- Further housing and development activity across key growth sites.
- Consultation and engagement opportunities relating to future development and transport proposals.

Key Risks and Exceptions

Four objectives remain amber and continue to be actively managed. These principally relate to:

- Prestwich regeneration programme dependencies.
- Atom Valley governance and partnership arrangements.
- Sustainability projects including heat network development and EV infrastructure delivery.
- External partner dependencies affecting elements of the Bury Interchange programme.

Mitigating actions are in place across all projects and no objective within this priority area is currently assessed as high risk.

Improving Children's Lives

Performance Assessment

Performance against this priority has improved since Quarter 1, with six objectives now on track and two progressing with mitigating actions. Progress has continued across Family Hubs, SEND reform, educational inclusion and early help transformation.

Strong partnership working across education settings and children's services continues to support the delivery of improved outcomes for children and young people.

Early years performance remains a significant strength. 99% of childcare providers are rated Good or Outstanding by Ofsted, maintaining exceptionally high-quality provision across the borough. In addition, 65.2% of children are assessed as ready for school, which is a slight improving trajectory from the previous year.

Access to childcare remains comparatively strong, with 62.1% of eligible children accessing their entitlement, this continues to be monitored through the service to ensure equitable uptake of the offer.

Demand indicators across children's social care present a mixed picture. Rates of Child Protection Plans have reduced to 46 per 10,000 children, whilst the rate of Children in Need has increased to 304 per 10,000. The rate of Children Looked After remains comparatively stable at 81 per 10,000 children.

What We Have Delivered

Key achievements include:

- Delivery of family, school, parenting and SEND sessions to progress the GLD plan.
- Staff relocation into the Whitefield Live Well Centre following opening in he summer.
- Continued mobilisation and development of Family Hub provision.
- Progression of the Families First implementation programme.
- Successful transition of Youth Justice Services back into Bury.
- Submittance of SEND reform plan to DfE and implementation of inclusion initiatives.
- Additional specialist school capacity and completion of key education capital projects.
- Development of Education and Inclusion governance arrangements.

What Residents Will Have Seen

Children, young people and families will have seen:

- Expanded Family Hub activity and support services.
- New and enhanced educational provision.
- Increased visibility of youth support and prevention services.
- Continued support for children and young people with SEND.
- Greater collaboration between schools, communities and children's services.

Key Risks and Exceptions

Two objectives remain amber:

- Delivery of aspects of the Best Start in Life programme.
- Residential and foster care sufficiency arrangements.

Recovery and improvement plans remain in place, with ongoing progress being monitored through established governance arrangements.

Tackling Inequalities

Performance Assessment

Five objectives are on track and two are progressing with mitigating actions. Delivery has continued across Live Well, neighbourhood working, employment support, health improvement and Adult Social Care transformation programmes. Challenges remain in relation to housing demand and homelessness, although strategic development work has continued throughout the quarter.

Health and wellbeing indicators show encouraging performance. 93.5% of adult social care providers are rated Good or Outstanding by the Care Quality Commission, and smoking prevalence amongst routine and manual workers has fallen to 16.7%, supporting the Council's wider public health objectives.

Adult Social care performance remains largely stable. The proportion of assessments requiring no further support after short-term intervention stands at 86.2%, whilst 71.1% of

people receiving long-term adult social care continue to live in the community, helping residents maintain independence.

A positive improvement can be seen in the proportion of council housing failing the Decent Homes Standard, which has reduced from 18.7% to 15.5%. Housing complaint compliance remains exceptionally high at 99.9%.

However, homelessness pressures remain one of the most significant challenges within the performance framework. Although the number of people rough sleeping reduced to 22, the number of statutory homelessness cases remains high at 962. Demand for temporary accommodation continues, with 10 families placed in bed and breakfast accommodation for more than six weeks. Positively, 15 households were prevented from becoming homeless, and 95 rough sleepers were supported into accommodation, demonstrating the effectiveness of preventative and support interventions despite sustained demand pressures.

What We Have Delivered

Key achievements include:

- Continued implementation of Live Well in Whitefield.
- Expansion of neighbourhood-based working arrangements.
- Delivery of employment support through Economic Inactivity and Work Well programmes.
- Progression of Housing Strategy and Homelessness Strategy development.
- Successful completion of the housing services inspection and commencement of associated improvement activity.
- Delivery of Health Inequalities Strategy actions.
- Continued Adult Social Care transformation activity and strengths-based approaches.

What Residents Will Have Seen

Residents will have seen:

- Increasing availability of neighbourhood-based support and services.
- Greater visibility of Live Well activity across communities.
- Employment and skills support delivered through local initiatives.
- Health improvement campaigns and community wellbeing activity.
- Further engagement on housing and homelessness priorities.

Key Risks and Exceptions

Two objectives remain amber:

- Embedding and maturing neighbourhood integration arrangements.
- Completion and adoption of the Housing and Homelessness Strategies.

Demand pressures relating to housing need, homelessness and temporary accommodation continue to require close monitoring, with increasing use of Bed & Breakfast accommodation reflecting sustained demand, challenging housing market conditions and limited availability of suitable accommodation. Mitigating actions include delivery of the B&B Elimination Plan, a review of homelessness and housing options services to strengthen prevention and early intervention, and continued partnership activity to support the objectives of the Rough Sleeping Programme by increasing access to appropriate accommodation and sustainable move-on opportunities.

Organisational Enablers

Performance Assessment

Performance has strengthened during Quarter 2. Four objectives are on track and two are progressing with mitigating actions. The Finance Improvement Plan remains at red despite strengthened governance arrangements and implementation of a revised delivery plan. Further mitigations are required to support this to stay on track.

Progress continues across workforce development, financial sustainability, digital transformation, estates management and equality, diversity and inclusion. Customer service performance also improved during the quarter, with more calls being answered within 10 minutes despite increased demand. This represents a positive shift in the resident experience and reflects operational improvements across customer contact services.

Performance across organisational measures is mixed. Staff wellbeing remains stable, with average sickness absence at 15.3 days per FTE but this is still high compared to previous trends. Contact volumes have reduced to 22,800 contacts received, potentially reflecting improved digital access and service resolution.

However, workforce stability remains a challenge. Staff turnover has increased to 12.5%, triggering an amber status and suggesting ongoing recruitment and retention pressures across parts of the organisation.

What We Have Delivered

Quarter 2 achievements include:

- Development of budget proposals and medium-term financial planning.
- Continued implementation of the Finance Improvement Plan and transformation activity.
- Approval and implementation of revised financial regulations.
- Progression of workforce strategy and organisational development initiatives.
- Advancement of Artificial Intelligence and Digital Roadmap priorities.
- Continued delivery of Equality, Diversity and Inclusion actions.
- Progression of corporate and commercial estate priorities.

What Residents Will Have Seen

Residents will have experienced:

- Continued improvements in service accessibility and digital capability.
- Improved responsiveness when contacting the Council, with more calls being answered within 10 minutes despite increased demand for services.
- Ongoing organisational improvement activity supporting service effectiveness.
- Delivery of services within an increasingly challenging financial environment.
- Further work to improve inclusion, accessibility and community cohesion.

Key Risks and Exceptions

One objective remains amber:

- Elements of the Digital Roadmap programme, including Housing QL implementation.

One objective remains red:

- Delivery of the Finance Improvement Plan, including Unit4 implementation.

Whilst these programmes continue to present challenges, strengthened governance and delivery planning provide confidence that progress is being made and risks are being actively managed.

Conclusion

Quarter 2 demonstrates continued positive delivery of the Corporate Plan, with the number of objectives assessed as on track increasing and one objective currently reporting a significant delivery risk. This is the same risk identified in the Quarter 1 position.

Strong progress has been achieved across regeneration, education, Live Well implementation, neighbourhood working and organisational improvement programmes. Residents continue to see visible investment in communities, improved accessibility to services and delivery against the Council's key priorities.

Challenges remain in several complex areas, particularly housing demand, homelessness, workforce wellbeing and major transformation programmes. However, mitigating actions are in place and the overall Quarter 2 position remains positive, providing confidence in the Council's ability to continue delivering the ambitions set out within the Corporate Plan.