Classification: Open	Decision Type: Non-Key

Report to:	Cabinet	**Date:** 02 December 2026
Subject:	Corporate Plan Q2 2026-27 Performance & Delivery	
Report of	Deputy Leader and Cabinet Member for Finance and Corporate Services	

Summary

1. 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. 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.

3. 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.

4. 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.

Recommendation(s)

5. Cabinet is asked to:
   a. Note the Quarter Two position on progress against the Corporate Plan 2026-27.

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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Background

8. The 2026-27 Corporate Plan was agreed by Cabinet in April 2026 and sets out the Council's strategic priorities and delivery objectives for the year. The final version of the Plan is available in Appendix One.

9. 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.

10. 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.

11. 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

12. 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.

13. 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.

14. 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.

15. 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.

16. 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%.

17. 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.

18. 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.

19. 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.

20. 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.

21. 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

22. 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.

23. Strong partnership working across education settings and children's services continues to support the delivery of improved outcomes for children and young people, with the first meeting of the Education and Inclusion Board, the second meeting of the SEND Improvement and Reform Partnership Board and the upcoming Bury Leadership Conference – all important fora for shared strategic local leadership across the sector. The strength of local strategic leadership has been recognised with the DfE agreement of the local plan for implementation of the national SEND reforms, which in turn unlocked substantial funding from the DfE to reduce the Direct Schools Grant deficit by 90% (£18,356,391).

24. 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.

25. 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.

26. 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. The number of children in residential children's homes, the most important driver for council spend, remains steady and comparatively low (3rd lowest in the North West region), supported by active planning and review for individual children within Children's Services.

27. Key achievements include:

- DfE agreement of Bury's plan for implementation of the national SEND reforms unlocked a grant of £18,356,391 from the DfE to reduce the Direct Schools Grant deficit by 90%.
- In the year to date, 14 children have been supported to leave residential care, with 3 young people stepping down into foster care and one successfully reunified with their parents.

- Successful review and transformation of the Multi-Agency Support and Safeguarding Hub (MASSH), supporting more timely review of requests for support for vulnerable children and families.
- Establishing a standalone Bury Youth Justice Service, following successful disaggregation of the joint Bury-Rochdale service, to provide more local tailored support for some of Bury's most vulnerable adolescents.
- Delivery of family, school, parenting and SEND sessions to progress the GLD plan.
- Early Help services now being delivered to families from the Whitefield Live Well Centre following opening in the summer.
- Continued mobilisation and development of Family Hub provision.
- Planning for the implementation of the national reform programme Families First is accelerating, with consultation with workers on new team structures and new ways of working being tested.
- Additional specialist school capacity and completion of key education capital projects.
- Development of Education and Inclusion governance arrangements.

28. 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.

29. Two objectives remain amber:

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

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

Tackling Inequalities

31. 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.

32. 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.

33. 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.

34. 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%.

35. 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.

36. 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.

37. 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.

38. Two objectives remain amber:

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

39. 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

40. 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.

41. 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.

42. 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.

43. 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.

44. 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.

45. 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.

46. One objective remains amber:

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

47. One objective remains red:

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

48. 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

49. 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.

50. 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.

51. 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.

Links with the Corporate Priorities:

52. 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:

53. An EIA was completed with the finalisation of the Corporate Plan for 2026-2027 ensuring inclusion was at the heart of it. 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. This report demonstrates the continuing commitment to inclusion in all that we do as a Council.

Environmental Impact and Considerations:

54. 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	Maintain effective workforce and resource planning, prioritisation and performance management processes to ensure available capacity is focused on delivering Corporate Plan priorities and achieving the LET'S Vision.

Procurement Implications:

55. There are no procurement implications arising directly from this report

Legal Implications:

56. There are no legal implications arising directly from this report

Financial Implications:

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

Appendices:

Please list any appended documents (please save these as clearly labelled separate documents in the Teams folder).

Appendix One – Corporate Plan 2026-27 on a page
Appendix Two – Corporate Plan 2026-27 Q2 Delivery Summary
Appendix Three - Corporate Plan 2026-27 Q2 Performance Dashboards

Background papers:

Corporate Plan 2026-27 Cabinet Report
https://councildecisions.bury.gov.uk/documents/s49331/Corporate%20Plan%202026-27.pdf

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

Term	Meaning
ASC	Adult Social Care
AI	Artificial Intelligence
Best Start in Life	A programme focused on improving early childhood development and outcomes for children and families
CQC	Care Quality Commission
CRSTS	City Region Sustainable Transport Settlement
CVD	Cardiovascular Disease
EDI	Equality, Diversity and Inclusion
EIA / EQIA	Equality Impact Assessment
ERP	Enterprise Resource Planning
EV	Electric Vehicle
Family Hubs	Neighbourhood-based services bringing together support for children, young people and families
Finance Improvement Plan	The Council's programme to strengthen financial management, governance, systems and processes
GM	Greater Manchester
HR	Human Resources
LET'S Do It!	Bury's long-term community strategy and vision for the borough to 2030
Live Well	A neighbourhood-based approach to improving wellbeing through community support, services and opportunities
MTFS	Medium Term Financial Strategy
NEET	Not in Education, Employment or Training
NHS	National Health Service
PDT	Performance, Delivery and Transformation Board
QL	The Housing Management System used by Housing Services
RAG	Red, Amber, Green performance status used to indicate progress and risk
SEND	Special Educational Needs and Disabilities
SEMH	Social, Emotional and Mental Health
STAR Chamber	Corporate challenge and assurance process used to review service performance, priorities and resources
TfGM	Transport for Greater Manchester
Unit4	The Council's Enterprise Resource Planning (ERP) and finance system
VCFA	Voluntary, Community and Faith Alliance
YJS	Youth Justice Service