AGENDA FOR

HOUSING ADVISORY BOARD

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To: All Members of Housing Advisory Board

Councillors: C Cummins (Chair), A Booth, D Green, B Ibrahim, E FitzGerald and I Gartside

Dear Member/Colleague

Housing Advisory Board

You are invited to attend a meeting of the Housing Advisory Board which will be held as follows:-

Date:	Wednesday, 19 November 2025
Place:	Committee Rooms A&B
Time:	5.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 **APOLOGIES**

2 **DECLARATIONS OF INTEREST**

3 **MINUTES OF THE LAST MEETING** *(Pages 3 - 8)*

The minutes from 23rd September 2025 are attached for approval.

4 **TENANTS VOICE FORUM UPDATE REPORT** *(Pages 9 - 10)*

Report attached.

5 **REPAIRS REVIEW UPDATE** *(Pages 11 - 38)*

Report and presentation attached.

6 **KNOWING OUR TENANTS - UPDATE ON INFORMATION HELD & ANNUAL REPORT ON LETTINGS AND TERMINATIONS** *(Pages 39 - 98)*

Reports attached.

a **VOIDS AND ALLOCATION REPORT** *(Pages 99 - 128)*

Reports attached.

7 **EXTRA CARE HOUSING STRATEGY SIGN-OFF** *(Pages 129 - 166)*

Stephanie Boyd and Victoria Crookes, Commissioning Managers to present an update. Report attached.

8 **HALF-YEAR UPDATE ON BUILDING SAFETY AND COMPLIANCE** *(Pages 167 - 176)*

Report attached.

9 **HALF-YEAR COMPLAINTS REPORT** *(Pages 177 - 208)*

Report and presentation attached.

10 **QUARTERLY PERFORMANCE UPDATE (Q2)** *(Pages 209 - 264)*

Presentations attached.

11 **HALF-YEAR UPDATE ON IMPROVEMENT PROGRAMME** *(Pages 265 - 268)*

Report attached.

Agenda Item 3

Minutes of: **HOUSING ADVISORY BOARD**

Date of Meeting: 23 September 2025

Present: Councillor C Cummins (in the Chair)
Councillors A Booth, D Green, E FitzGerald and I Gartside
Tenants Representatives - Stephen Walker, Jourdan-Stoles, Jacqueline and Julia Momen.
Independent Members - Bryan Simpson and Ella Crookes.

Also in attendance: Simon Farnworth, Data and Intelligence Lead, Housing, Sian Grant, Director of Housing, Kimberley Partridge, Head of Neighbourhoods, Stepping Stone Projects, Steve Glazebrook, Head of Property, Clair Rogan, Head of Performance, Improvement and Assurance, Angela Murphy, Homeless Manager, Kate Waterhouse, Executive Director (Strategy & Transformation) and Chloe Ashworth, Democratic Services.

Apologies for Absence: Councillor B Ibrahim, Kimberley Ryan-Dooner and Jill Brown

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1 **APOLOGIES FOR ABSENCE**

Apologies are noted above.

2 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

3 **MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on the 29th July 2025 are approved as a correct and accurate record.

4 **TENANTS VOICE FORUM UPDATE REPORT**

Steven provided the Board with an overview of the Tenant Voice Forum's (TVF) recent activities and findings, as outlined in the report submitted within the agenda pack. TVF were satisfied with the complaint letter templates, noting they were comparable to those used by other providers. Members confirmed that the letters correctly followed the Complaints Handling Code.

It was agreed that:

1. Bury Housing Services should provide clear, consistent, and accessible information for tenants on how to make a complaint.
2. Establish a single point of contact for complainants to improve communication and accountability.
3. Ensure timely completion of actions following Stage One complaint responses to prevent unnecessary escalation to Stage Two.

4. The Board noted the findings and recommendations and will consider them as part of ongoing improvements to the complaints handling process.

5 TENANT SCRUTINY POLICY

Claire Rogan, Head of Performance, Assurance and Improvement provided a brief overview of the Tenant Scrutiny Policy which sets out a structured approach for tenants to review and influence Bury Housing Services. It promotes transparency, accountability, and continuous improvement by enabling tenants to assess performance, raise concerns, and suggest constructive changes. Importantly, this policy has been developed in collaboration with tenants, ensuring it reflects their priorities, experiences, and expectations.

It was agreed that:

1. The Tenant Scrutiny Policy be agreed.

a SAFEGUARDING POLICY

Kimberley Partridge provided an overview of the Safeguarding Policy. The purpose of the Safeguarding Policy is to ensure the safety, protection and well-being of individuals, especially children, young people and vulnerable adults.

In response to a member question regarding training for identifying safeguarding needs members were advised the team works closely with the Safeguarding Partnership Board and partners to obtain support, guidance and training.

It was agreed that:

1. The Safeguarding Policy be approved.

b DOMESTIC ABUSE POLICY

Kimberley Partridge, Head of Housing and Neighbourhood Services provided an overview of the Domestic Abuse Policy. The purpose of the Domestic Abuse Policy is to ensure the safety, protection and well-being of individuals, especially women and vulnerable adults.

It was agreed that:

1. The Domestic Abuse Policy be approved as a true and accurate record.

c ANNUAL TENANT VOICE REPORT

Clare Rogan, Head of Performance Improvement and Assurance provided an overview of the Annual Tenant Voice Report. The report demonstrates how tenants have been actively involved in shaping and improving housing services at both local and strategic levels. It reflects the varied engagement activities provided throughout the year for tenants to become involved and share their honest feedback and lived experiences. Throughout the year, tenants have played a vital role in enhancing services, reviewing and co-producing policies, influencing decision making, and creating opportunities for communities to get involved. Their contributions have helped ensure that housing services are responsive, inclusive, and continuously improving. This report highlights the impact of tenant engagement across all levels of the organisation and reinforces our dedication to working in partnership with tenants to deliver better outcomes.

It was agreed that:

1. Members noted the report and update to the Board.

d **HOMELESSNESS AND HOUSING ADVICE SERVICE UPDATE**

Angela Murphy provided members with an overview of a presentation, which is appended to the minutes for reference.

Members discussed the current Tenant Incentive Scheme, led by Jackie Summerscales, Strategic Housing Delivery Manager. The scheme offers financial support to residents who voluntarily give up bedroom space that is no longer required.

The Board explored the implications of Section 21 notices and the associated responsibilities of the Local Authority. Emphasis was placed on the importance of a clear, step-by-step process to support individuals at risk of homelessness, ensuring they feel informed and supported throughout. Members were informed about Advice Aid, which provides a customer portal offering a roadmap of the homelessness process to help guide service users.

Members further discussed the demographic of homelessness and how many have medical needs that will often only be met though social housing.

It was agreed that:

1. Members noted the report, presentation and update on homelessness and housing advice service update.
2. Members of the Tenant Voice Forum put forward their interest in attending a meeting or support session with the Homeless and Housing Advice Service and Advice Aid.

e **HOUSING PERFORMANCE Q1 AND HOUSING PERFORMANCE TSM Q1**

Claire Rogan, Head of Performance, Assurance and Improvement provided an overview of Housing Performance for Quarter One of 2025/2026.

Members held discussions regarding the benchmarking of data against statistical neighbours and actual figures so that the data could be understood better by members of the Board.

Members discussed the collation of data and feedback.

It was agreed that:

1. Members noted the update

2. Members requested further information regarding data be brought with the next performance update.

f **DRAFT ASSET MANAGEMENT STRATEGY**

Steve Glazebrook, Interim Head of Property, delivered a presentation to all members outlining the key elements of the draft Asset Management Strategy.
Following the presentation, members raised and discussed several points:

Electric Vehicle Charging Infrastructure: Members highlighted the importance of accessibility and strategic placement of EV charging points across council-owned properties.

Energy Efficiency and EPC Targets: The council aims to bring all properties up to EPC Level C by 2030. This will involve an estimated £9 million investment in energy efficiency measures, including heat pumps, solar panels, and other energy works.

Use of Local Assets: A member noted the potential of utilising the borough’s extensive canal network as part of the strategy. This point was acknowledged and taken on board by officers.

Current EPC Ratings: Council properties currently perform well, with EPC ratings approximately two levels above the national average.

Sheltered and Independent Living Schemes: These schemes are of similar age and condition. While they meet the Decent Homes Standard, structural reviews are ongoing. A stock condition review programme is in place, and the Property team is working with the Place Directorate to explore further opportunities.

Strategic Planning and Assumptions: Members queried how assumptions within the strategy are signed off. It was confirmed that the Asset Management Strategy feeds into the council’s 30-year business plan, which underpins long-term investment and planning decisions.

It was agreed that:

1. There will be continued development of the Asset Management Strategy incorporating member feedback.
2. Further engagement with Place Directorate regarding sheltered schemes.
3. Review of EV charging infrastructure plans.
4. Ongoing monitoring of EPC improvements and energy investment outcomes.

COUNCILLOR C CUMMINS
Chair

(Note: The meeting started at 5.00 pm and ended at 7:00 pm)

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Bury Council

Briefing Note

To	Housing Advisory Board
From	Tenant Voice Members
Subject	TVF Update Nov 2025
Purpose	The briefing outlines the recent work and achievements of the Tenant Voice Forum over the last 2 months. The Forum has been reviewing the complaints handling process, ensuring alignment with best practice and regulatory guidance.
Decision required	For information
Status	Not confidential

Update of complaints handling process review

TVF has been more involved with the complaints handling process and the development of the stage 1 and 2 complaint process than any other area. The complaints manager has provided us with power point presentations with her suggested strategies throughout the development process, then allowing us as a group to take time to apply our thoughts and ideas and amending prior to any finalization.

We feel the complaints handling process is robust going forward. A recent test was a new TVF member who had not been involved in the process found it on the Bury council website and thought it had not been reviewed by TVF. They applied their own scrutiny to the process but found no issues other than some terminology which could be explained.

Another built in feature to the complaints handling process that should not be overlooked is the relevant data that is now being collected. For the first time data is compiled from every relevant (known) system giving a much better understanding of the areas we are failing in and allow us to target those areas for improvement. This is the type of information that TVF have been asking for since before I was involved and over the next 12 months should provide real data not just as to where the problem lies in but also how they arise in the first place.

We continue to identify key findings and observations from the data provided and recommend improvements.

Reporting complaint online

Although for some it is a simple and preferred method to report online there are still barriers for others. This mostly is around huge variability in computer and online literacy. Also dependent on the platform and operating system seems to have different results when using online services. Setting up an account and navigating the system may always be out of reach for some the more we can simplify the process and accessibility (eg translation option) the more the take-up response will be rather than using the call centre.

May be helpful to talk to someone from the web development department to have a better understanding of the parameters they have to work within so TVF can provide more informed changes that are possible. TVF data tested the damp and mould, reporting this could be expanded to other areas before it goes live on the website/app.

Call Centre

The ongoing inconsistency of the call centre. While some are really invested in resolving and investigating an issue, and some feel it's their role as a gatekeeper to some services whilst this may be done with good intentions and budget in mind it can be the genesis of complaints. If we could maybe look at the way training is done for the call centre this may give us a better understanding why the approach varies.

Policy Influence

TVF continue to provide input in shaping housing policies by reviewing the following:

- Compensation Policy
- No Access for non-emergencies Policy
- Temporary Move Policy and Procedure

TVF have also reviewed the notices for the following key services:

- Communal Cleaning
- Grounds Maintenance

Agenda Item 5

Bury Council

Report to	Housing Advisory Board
Date	19/11/2025
Agenda No. & Title	Repairs Review
Purpose of the Report	To present the findings of the Repairs Review and agree recommendations
Status	Discussion and Approval
Author	Colin Somerville and Esme Davies
Report Contact	Esme Davies
Appendices	Appendix one – Journey Map Appendix two – Data File Appendix Three – Staffing and Productivity Appendix Four – Email All available on request.
Background Documents	Wordnerds Report August Performance Report
Recommendation/s	Implement recommendations with Head of Repairs
Corporate Plan Objective	**X Satisfied Tenants** X Quality Homes ☐ United Communities
Risk Implications	H13 Failure to address tenant dissatisfaction and /or complaints. Inability to learn from feedback resulting in recurring themes or high volumes of complaints. H14 Lack of understanding of repairs Data, policy and procedure. H1 Unsafe, insecure and non-compliant Homes
Mitigations/Controls	The review will provide assurance for mitigations such reporting and tracking of all reported repairs. It is an example of mitigation such as track complaints and dissatisfaction
Financial and Value for money implications	The review has identified that further value for money can be gained with a review of use of contractors, prioritisation of jobs, resource management
Regulatory/	The report considers the specific expectations from the Consumer

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governance and legal implications	Standards and how we can better meet them for a Repairs, maintenance and planned improvements service
Assets and Liabilities	High level of emergency repairs needs to be investigated further to ensure assets are being invested in adequately
Resource Implications	Further data analysis will require resources from business analysts, any changes to the IT system will require support from IT and the Performance Improvement and Assurance Team
Customer Impact	The report gives an understanding on where we can focus improvements to improve customer satisfaction with the Repairs Service
EDI Implications	None.
Sustainability and Environmental Implications	There are no sustainability or environmental impacts of this report.
Privacy/Data Protection	None.
Colleague Impact	The report
Stakeholder Communications and Reputational Impact	Inaccurate reporting leads to mistrust with tenants.
Next Steps	Action Plan to be monitored by Head of Repairs – key stakeholders to convene to discuss.

1. Introduction

1.1. In June 2025 the Housing Ombudsman published a spotlight review “Repairing Trust”. It highlighted “*Repairs are the single biggest driver of complaints and determining factor of resident trust. This reflects how home is an emotional place, and a repair is more than a job”.*

1.2. In Winter 2024 Altair were commissioned to conduct a Repairs Service reality check as part of their assessment of regulatory readiness in recognition of the importance of the service meeting obligations to tenants. Alongside a list of recommendations they identified the lack of a specific repairs Improvement Plan. At the same time Trueman Change worked with our Repairs and Contact Centre teams to identify process improvements that the teams could deliver themselves. These pieces of work have informed the need to conduct a full review of the Service for 2024-25.

2. Scope

2.1. As-Is Journey Mapping – Programme Manager has worked with the Contact Centre, Planners, Repairs Managers, Operatives and Finance to map a high level repairs process. See appendix one.

2.2. Data Gathering – Business Analysts have provided additional data to supplement the regular performance reporting. Appendix two brings together some key data to supplement below tables and graphs.

2.3. Customer Feedback – A report from WordNerds which analysed comments from transactional surveys has been used to contextualise the data alongside complaints themes.

2.4. IT – The journey mapping has identified key areas where IT could be used to improve the services. Infosuite are working with IT to realign the systems in order to provide further information on productivity.

2.5. Tenant voice will use their next scrutiny exercise to follow the repairs process through from reporting a repair to completion as a responsive repair and as a planned repair, documenting each step, shadowing call centre staff and the planning team, going out on site with operatives, going on site with surveyors on inspections and post inspections and providing feedback for each stage. Their primary area of focus is appointment scheduling, keeping and communication.

2.6. The below report highlights areas that require further work and analysis with the Repairs Team and the wider Housing and Council Colleagues.

3. Regulation

3.1. The performance and regulation group meets quarterly and the review has considered the specific expectations from the Consumer Standards and how we can better meet them for a Repairs, maintenance and planned improvements service**.** The requirements are as follows:

3.2. Registered providers must set timescales for the completion of repairs, maintenance and planned improvements, clearly communicate them to tenants and take appropriate steps to deliver to them

3.3. Registered providers must enable repairs and maintenance issues to be reported easily

3.4. Registered providers must understand and fulfil their maintenance responsibilities in respect of communal areas.

3.5. Registered providers must ensure that the delivery of repairs, maintenance and planned improvements to homes and communal areas is informed by the needs of tenants and provides value for money

Bury Council

4. Key headlines

4.1. The housing management system QL alongside DRS is able to support the internal Repair service to raise, schedule and complete repairs whilst on site. There are challenges with the interface with the Finance system, number and use of data fields and the administrative burden for contractor jobs, but the overall infrastructure is sound. Understanding how upgrades can support improvements is a priority.
4.2. The contractor process allows for too many opportunities for poor customer service and provides Bury Housing with a lack of understanding of service and cost of contracted jobs.
4.3. There is an overuse of contractors. There needs to be a rationalisation of the number of contractors used and a key focus on this being used to effectively supplement the inhouse team for work peaks and specialist work, not as a regular go to vehicle for day-to-day delivery
4.4. A procurement exercise is required to displace current contractors who are not under contract and replace these with new contractors with valid contracts. This must include clear performance measures and penalties for failure, including service improvement plans and clear routes to early termination. The contracts also need to include for the ability to extend and vary the contracts based on good or excellent service delivery and performance.
4.5. The volume of emergency jobs is in excess of what would normally be expected or sustainable for a repairs service. The current level at 35% emergency exceeds industry targets of 10% and industry norms of 12-18%. Moreover, the next priority (urgent) is underutilised.
4.6. Analysis work has identified that the number of component failures is high resulting in increases in genuine emergency jobs. This is as a result of lack of capital investment in the infrastructure and the need to monitor tenancies to ensure tenants are taking care of their homes.
4.7. Initial analysis suggests that the service could be more productive. However, a deeper analysis is required to breakdown types of jobs and analyse productivity and capacity using standard minute values and percentage time.
4.8. The Council's Stores is not providing value for money or supporting the operatives in delivering an efficient service with operatives dissatisfied with the level of service
4.9. Satisfaction suggests that we are inconsistent with our service with extremes of positive and negative responses. Appointment availability and time to resolve is a key theme leading to negative sentiment, once attended the operatives receive generally positive feedback.

5. Key Data

5.1. Figure one gives an overview of the number of repairs completed by in house team and contractors.

5.2. 30% of in-house jobs are emergencies. This means that 30% of the work is unscheduled. The more jobs that are unscheduled the more difficult it is to plan jobs to meet the timescales and ensure safety such as requirements to visit in pairs. We would like to reduce this number to ensure that repairs can be delivered on time.

Figure 1 Number of Jobs

Month	In house Emergency Repairs completed	In house Non-Emergency Repairs Completed	Contractor jobs issued	Total
Mar	238	647	351	1236
April	229	654	663	1546
May	222	646	705	1573
June	230	814	656	1700
July	232	778	643	1653
August	240	562	485	1287
September				

5.3. The trade most required for emergencies is plumber, in particular leaks and no other form of bathing from showers breaking. Work with the contact centre should be ongoing to discuss what is an emergency repair and which can be prioritised as urgent. Any trends should be identified for planned works.

5.4. We completed 167 repairs per 1000 homes for August which is low when compared to the HouseMark benchmarking data. The Monthly WIP (figure two) is increasing and the number of jobs completed in time has reduced (see August Performance report). This suggests that capacity or productivity has reduced within the team.

Month	WIP
June	877
July	1007
August	1009
September	1191

Figure 2 Work In Progress

5.5. Figure 3 presents completed Repairs by Priority for quarter 2 2025. The urgent category is potentially underutilised. As further explored in section 15 a significant number of contractor jobs are not updated as *completed* within the system so the data is incomplete.

Q2	In Target	Overdue	Grand Total
EMERGENCY	761	7	768
APPOIN	1357	371	1728
PLANNE	139	29	168
SUBCON	18	28	46
URGENT	248	14	262
Grand Total	**1762**	**442**	

Figure 3 Job by Priority for Quarter 2 2025

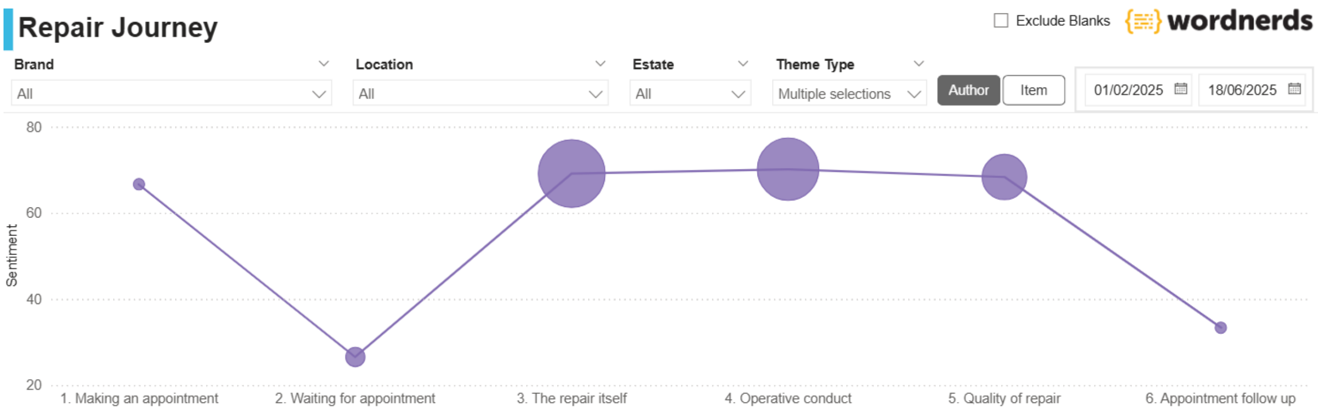
Classification	In Target		Overdue	
Complaint Work	3	75.00%	1	25.00%
Damp & Condensation Work	36	72.00%	14	28.00%
Disrepair Work	1	100.00%		0.00%
New Works	2	100.00%		0.00%
Rechargeable Repair	19	90.48%	2	9.52%
Responsive Repair	1696	80.08%	422	19.92%
Void Work	5	62.50%	3	37.50%
Grand Total		**79.95%**		**20.05%**

Figure 4 Repairs by Classification

5.6. Figure 3 also highlights a concern with categorisation. More than 46 sub-contractor jobs were undertaken in this period but these should be classed by priority in first instance. A number of fields on QL are not used consistently such as “trade” “classification” and “priority” for contractor, disrepair jobs, damp and condensation work. It is recommended to agree which fields to be used and training provided to all staff.

5.7. This review has not focused on damp and mould processes however the data suggests that the process should be reviewed especially in line with the introduction of Awabbs Law in October 2025 and how to system can be best used to monitor jobs. Figure 4 shows how categories are currently used in the system which could be optimised.

5.8. Transactional satisfaction is relatively high in line with the tenant satisfaction measures. However, feedback from the surveys suggested dissatisfaction with the time taken to resolve issues and schedule repairs. This is supported by analysis of transactional surveys by WordNerds which shows sentiment is lowest waiting for repairs as per graph 1.



Graph 1 Repairs Journey Sentiment

Figure 5 Transactional Satisfaction YTD

Transactional Satisfaction	**Percentage**
Very Dissatisfied	7.99%
Dissatisfied	4.00%
Neither Satisfied or Dissatisfied	5.29%
Satisfied	15.04%
Very Satisfied	67.45%
	0.24%
Grand Total	**100.00%**

6. Information about Repairs Service

6.1. Overall information about the repairs service is available but it is limited. When signing up tenants receive a verbal overview but there is no repairs handbook or policy. The tenancy agreement explains the repair obligations and they receive a copy via email. Officers leave a card which gives the contact number and email to raise repairs on.

6.2. Staff feel that we need to be clearer on the "repairs first not replace first" policy to support expectations of tenants. There are a number of outstanding policies which would support the service; no access, recharges, right to buy policy and fencing policy which need to be agreed and shared with the team and any amendments to services and processes made.

7. Reporting a Repair

7.1. Repairs can be raised via email, form or via the telephone. There are approximately 1400 calls a month to the contact centre regarding repairs and around 250 repairs logged a month on the online form. The online form has overtaken the emails which is a great success for the team.

7.2. Reporting a repair online is not frictionless and requires the contact centre to input the repair onto the system. Where the form has been poorly filled in contact centre may have to email or call the tenant multiple times. Tenants are not able to follow their repair through on a portal.

7.3. Housing officers are encouraged to use the online form to report repairs on behalf of tenants, but the majority still go via email. The contact centre would like to direct all repairs to the online form as it is the most effective way of raising a repair as it the equivalent of a “diagnostic tool”. Housing Officers do not raise repairs directly for tenants.

7.4. Housing officers who report repairs via email or the online form cannot see when it has been scheduled or the appointment time and date which leads to tensions when they are unable to communicate back to tenants that the repair has been raised or when it will be completed. This is compounded for communal repairs where the job is raised against the building and not a property.

7.5. Operatives report that they are sent to incorrectly described jobs on occasion. 56 jobs were raised wrong in August (figure 6). Further work between the contact centre and repairs will help to alleviate these issues.

7.6. Damp and Mould jobs go directly to the Damp and Mould team via QL action and requires a separate review. Monitoring QL actions may alleviate concerns with responsiveness found in complaints supporting not just repairs but other service areas.

8. Scheduling a Repair

8.1. The Tenant Voice Forum have raised concerns around appointment scheduling and lack of communication. This is supported by the wordnerd analysis which highlighted appointment availability and appointment follow up as some key themes. The comments on transactional surveys suggest that tenants are dissatisfied with time taken between reporting and completing repairs. The mapping and data suggest that this is an area to work through as a team.

8.2. We use DRS as a scheduler. The planning team are overall positive about the system and think that it’s effective. DRS can consider location of jobs when scheduling repairs to make travel efficient as possible, shows the Planner when people begin jobs and when combined with Infosuite can provide productivity data.

8.3. Repairs are scheduled until 6pm, at around 4.30pm the Planners review repairs to pass back to call out. The number of jobs passed back to call out has reduced since an operative has been assigned just to emergencies but a significant number are still passed back. See figure 6 below.

8.4. The contact centre are able to schedule most in-house repairs including for communal areas whilst on the phone with a tenant. There are some exceptions such as visit in repairs or complex jobs which are sent to the user queue for Planners to appoint.

8.5. DRS highlights when there is no operative available within the timescale and jobs are sent to the user queue to be planned in by the Planning Team. The contact centre reports this to be a frequent occurrence for emergency and urgent jobs due to the number of available operatives. This collaborates findings from the Altair review and the wordnerds report.

8.6. Certain jobs would not be scheduled e.g. flagging because of weather. Tenants should be informed of this on reporting the repair.

8.7. As with other parts of the process as explored below the same level of service is not consistent with contractor jobs. Contractors are required to contact tenants to make the appointment. Unannounced visits are very common in the feedback. This explains the high level of complaints regarding operatives attending unannounced.

9. Attending a Repair

9.1. Tenants get an automatic text to say the operative is one their way via First Touch. Via first touch operatives complete checks such as risk assessment, report when they begin job, finish job and materials required. Planners are able to see when they are on site.

9.2. Operatives are able to see the tailored services information on their ipads as well as the further information the contact centre has provided e.g. give time to answer door.

9.3. It is suggested that further work be conducted with the tenant voice forum to gain information on operative behaviour whilst attending a repair including provision of ID, communication prior to the job and behaviour on site.

10. No Access and cancellations

10.1. We do not have a written no access policy however the operatives have a clear internal process. Operatives call their supervisor if there is suspected no access and the supervisor will call the tenant to confirm no access. Where a job is confirmed no access, the operative logs as no access and the appointment is cancelled by the planners. The tenant will get a text to confirm the cancellation, another job is only raised if they call back to the contact centre or it is considered high priority such as damp and mould.

10.2. No access has not been monitored as a performance indicator until recently. This indicator needs to be reviewed in light of the discovery that no access is not captured for contractors.

10.3. We do not have data on the number of rearranged appointments from Bury Housing side e.g. sickness or moving to accommodate emergencies. Infosuite will be able to produce a report for the number of times an appointment is rearranged in DRS. When a job is rearranged, a text is sent. Staff report that this text may be incorrect and needs to be reviewed.

10.4. Figure 6 provides details of cancellations for August. The number of jobs passed to call out is due to the high number of emergencies. Further work with the team should clarify the number of cancellations due to “done on another job”.

Figure 6 Cancellations August 2025

Cancelled reason	Number (August)
Cancelled by tenant	33
Cancelled due to RTB	1
CANCELLED	1
Done on another job	142
Failed to gain access	109
Job raised in error	56
On a Programme	9
Passed to call out	100
Property now Void	1
Work done as part of Contract	1
Work is not Responsive	1
Work not required	35
Grand Total	**489**

11. Follow On

11.1. The process for in house operatives is clear with regards to follow on work. Jobs are completed with the tag of “follow on”. The Planning team are able then to pick up from a queue and raise the jobs. Tenant will get text with new appointment.

11.2. Figure 7 suggests that follow on jobs rather than materials is the key reason for follow on. Work with the team needs to establish if “extra work identified” is a new job or linked to the first job.

Figure 7 Completion Categories

Quarter 2 2025	Completion category
Blank	165
Extra Work Identified	247
Another Trade Needed	138
Arrived	5

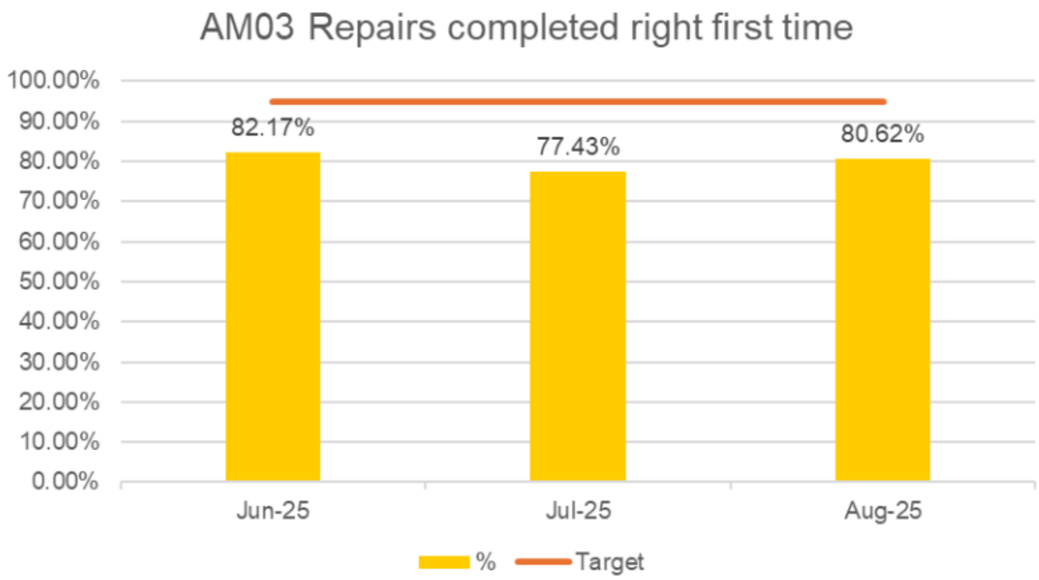
Completed	1562
Failed Covid Risk Assessment	1
Failed Risk Assessment	4
Health & Safety Issue	1
Materials Required	39
On Way	3
Second Person Needed	24
Started	5
Tenant Not In	2
Unsafe Situation	6
Utilities Required	1
Wrong Trade	1
Grand Total	**2204**

11.3. If follow on work is raised for a contractor this would be done via email as there is no contractor portal. The north or south repairs manager approves the request and then admin raise a new job. This increases likelihood of work not being followed on or delays between reporting and scheduling the new jobs.

11.4. When a job requires a surveyor (journey map 65) this is raised as an action in QL not DRS. Any actions coming from the works must be raised in the system. There is currently no link between the job and the survey. Suggest an opportunity to raise with Programme Manager for Housing IT and Systems Programme to ascertain if QL can improve this process.

11.5. The transactional surveys ask if the tenant feels the job was done right first time, which is on average 78%. This is comparable to the right first time performance indicator figure 8. The TSM feedback on the other hand suggests that tenants feel we provide temporary fixes and leave work unfinished. TSM data draws from a wider pool and this may reflect the work of contractors.

Figure 8 Right First Time



12. Completion and Post-inspection

12.1. Tenants are asked to sign off the jobs once complete and once the operative or planner completes the job a satisfaction survey is triggered. This will only occur for contractor jobs if they are completed in the system.

12.2. Post inspections have not been resourced up until recently. The new structure will enable more post inspections for contractors and internal repairs. Bury Housing Services operatives do take photos and they are uploaded to QL but this is not consistent.

13. Materials and Stores

13.1. The use of Council Stores is inefficient and needs to be reviewed to ensure value for money for tenants. Operatives do not know if the item is in stock before they attend and regularly report that stock is not available. Special orders are regularly the theme of complaints due to the time taken to order and a lack of update in the meantime. Analysis of special orders and van stock is required to understand demand and supply further.

13.2. At the end each job they can order materials to replenish the stock via the tablets. We are unable to track stock with the current system.

13.3. Discussions with staff show that there is a conscious effort to ensure right first time by using contractors and other providers on the day so that they can complete the job, this might be via Stores or our own arrangement.

14. Operatives

14.1. Appendix 3 provides an overview of the staff across Repairs, Voids, Planned works and Disrepair and an overview of jobs per trade per day. We currently have 29 Operatives on responsive repairs for North and South in the current structure of which 5 are agency. There are 5 vacancies currently inlcuding 2 electricians.

14.2. Figure 9. overdue jobs by trade alongside appendix 3 suggests that we need to review productivity against demand in order to recruit most effectively. Electricians are in line with expectations for productivity, filling the vacancies would support the number of overdue jobs, other trades need to reviewed further before committing to recruitment.

Figure 9 Status of Repair per trade

Trade	In Target	Overdue
Bricklayer	98.70%	1.30%
Drainage	100.00%	0.00%
Electrician	79.43%	20.57%
Flagger	57.14%	42.86%
Gas	100.00%	0.00%
Joiner	90.75%	9.25%
Plasterer	77.93%	22.07%
Plumber	70.09%	29.91%

15. Contractors

15.1. Contractor jobs is the area of greatest concern the review has highlighted.

15.2. Last year we spent £2,148,067.77 on contractors of a budget of £5,963,000 which equates to 36% which demonstrates our over reliance on external contractors. Our IT systems are not robust enough to effectively track work passed to contractors, job completions and invoice management.

15.3. The majority of contractors do not have contracts with Bury Housing Services. This means that we are not using a set schedule of rates with the contractors and Bury Housing Services are at risk of being over charged. A review of the contractors and rationalisation into “lots” may be beneficial.

15.4. Moreover, the interface with the P2P system means that a significant number of contractor approvals is a manual “folder system” (see journey map no. 146 and 156 in appendix 1). This places an administrative burden on both the Finance and Repairs Managers to approve invoices.

15.5. Without a contractor portal contractor jobs are raised on QL by the contact centre and transmitted via the QL email function. Contractors receive the job via an email and relies on the contact centre to ensure tailored services and tenant alerts are transmitted as part of the body of email. Appendix 4 is an example email. This was also captured in the journey map no. 13 and 14.

15.6. A review of the last 6 months' jobs shows that the contact centre provide information to the contractors about tenant needs although it is inconstant in quality. This is compounded by poor quality information provided to the contact centre regarding tailored services. Once the review of tailored services is complete there is an opportunity to see if we can amend email to include tailored services as a default like the in-house team receive.

15.7. The contractor is asked to contact the tenant to make an appointment. Bury Housing Services rely on the contractor to email us when a job is complete which opens us up to inaccurate reporting. The job can then be *practically completed* in the system by planners or admin in the planning team, once the invoice is paid, the system is updated to financially *completed*.

15.8. Feedback from tenants suggest that contractors either do not receive information regarding tailored services or they ignore it. Turning up unannounced is a particular theme.

15.9. The manual process results in time being spent chasing contractors for individual completions, where a contractor portal would allow a report to be run or automatic reminders sent following the due date. At the time of this report nearly 4000 jobs for contractors are open in the system (see appendix 2). Teams report that capacity to complete jobs on the system has been impacted by vacancies. The restructure should improve completions and chasing contractor jobs.

15.10. If a job isn't completed within the system it is not included in performance indicators including completed on time, right first time or satisfaction.

15.11. Moreover, it appears that due to a different approaches of raising a repair in QL for some contractor jobs we do not know the priority of the jobs raised as they are raised as "subcontractor" rather than the priority (figure 3).

15.12. A practically completed status was introduced at end of 2024 and still relies on admin to update the system. The performance report should be updated to include practically completed.

15.13. We have assurance that contractors such as Sure and Bell's are managed via monthly meetings with the relevant manager.

16. Productivity and Finance

16.1. When jobs are raised they are raised against a schedule of rates (SOR) (see journey map 11 and 37) and standard minute values within the system. Staff report that some of the slots are either too long or too short but in general this is not reported as a significant issue. Neither of these are being used to manage performance.

16.2. All jobs go through the interface priced at £150 (journey map point 147) and then depending on value of invoice its sent to supervisors if it's 2.5% variance. This is not based on the SOR despite jobs being raised with SORs. We do not know how many are varied.

16.3. The is a lack of data regarding average cost of a repair, a full understanding of costs is required to ensure value for money. Costs from stores in particular is unknown due to the sporadic billing.

16.4. Appendix three includes an approximate estimate of productivity. A review of standard minute values will be undertaken to ensure that infosuite can be used effectively to measure productivity.

16.5. Rechargeable repairs used to be managed by a role that straddled Finance and Repairs. This role was not filled post-retirement.

17. Communication

17.1. There are a number of automatic texts to tenants however teams report uncertainty about texts at certain points during the process such as rearranging appointments and detail in the messages. The team are reviewing text messages to tenants and will suggest additional texts such as a reminder the day before. This will only apply to internal jobs at this stage.

17.2. Contractors will call to make appointments before attending the repair but it is inconsistent according to reports. Evidence of turning up without notice and without ID in complaints and programme manager experienced direct evidence of lack of communication during the MSV handover process. Contractors do not receive tailored service information if they are raised outside of QL or if the person raising the repair does not include the information.

18. Recommendations

Recommendation	**Who**
DATA	
Report on operational PI scorecard	**Data and Intelligence Lead**

including QL actions, special orders, no access etc.	
Develop Power BI dashboard for managers including productivity	**Data and Intelligence Lead**
Work with Finance to understand cost per job	**Data and Intelligence Lead and HRA manager**
Review Data fields with business analyst and provide training	**Data and Intelligence Lead, Head of Repairs**
Put more contractors on QL / integrate into the unit 4 transformation	**HRA Finance Business Partner**
Review Standard minute values and SOR and then run productivity reports (either via infosuite or directly)	**Head of Repairs**
Communications	
Review all text messages and introduce new text messages where there are gaps in communication	**Repairs Planning Manager**
Create a digital Repairs Handbook	**Communications with Repairs Managers**
Monthly briefings with contact centre staff	**Repairs Managers and Contact Centre Supervisor**
Support operatives to understand their actions and the impact on data at toolbox talks	**Repairs Managers**
Technology	
Research options for Housing Officers to know when appointments are scheduled	**Digital Change Partner and Head of Neighbourhoods**
Look at customer portal options so they can monitor repair progress inlcuding ihousing	**Programme Manager – Housing IT and Systems**
Review interface with Finance for Schedule of Rates / unit 4 integration	**Finance Transformation Team**
New process of Financial approval following updated interface	**HRA Finance Business Partner**
Explore QL opportunities to improve processes for inspections/surveys, follow on work, complaints, Awabbs Law	**Programme Manager – Housing IT and Systems** **Head of Performance Improvement and Assurance**
Explore technology options to improve customer service	**Digital Change Partner**
Strategic	
Link in with Council Stores review to determine VFM	**Housing Transformation Team**
Conduct productivity review and review staffing	**Head of Repairs and Repairs Planning Manager**
Review all sub-contractor contracts to a)	**Programme Manager Housing and Head**

reduce b) provide VFM	**of Repairs**
Consider offering overtime to close down as many contractor jobs as possible	**Head of Repairs**
Create a Repairs Policy	**Head of Repairs**

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Repairs Review
Housing Advisory Board

Method

- As-Is Journey Mapping
- Data Gathering
- Review of IT
- Review Customer Feedback – Complaints and Analysis of comments via WordNerds
- To do: Tenant Voice Forum Scrutiny

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Data

Month	In house Emergency Repairs completed	In house Non-Emergency Repairs Completed	Contractor jobs issued	Total
Mar	238	647	351	1236
April	229	654	663	1546
May	222	646	705	1573
June	230	814	656	1700
July	232	778	643	1653
August	240	562	485	1287

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Completions and Follow On

Quarter 2 2025	Completion category
Blank	165
Extra Work Identified	247
Another Trade Needed	138
Arrived	5
Completed	1562
Failed Covid Risk Assessment	1
Failed Risk Assessment	4
Health & Safety Issue	1
Materials Required	39
On Way	3
Second Person Needed	24
Started	5
Tenant Not In	2
Unsafe Situation	6
Utilities Required	1
Wrong Trade	1
Grand Total	2204

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Cancellation Reasons

Cancelled reason	Number (August)
Cancelled by tenant	33
Cancelled due to RTB	1
CANCELLED	1
Done on another job	142
Failed to gain access	109
Job raised in error	56
On a Programme	9
Passed to call out	100
Property now Void	1
Work done as part of Contract	1
Work is not Responsive	1
Work not required	35
Grand Total	489

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Jobs in time

Q2	In Target	Overdue	Grand Total
EMERGENCY	761	7	768
APPOIN	1357	371	1728
PLANNE	139	29	168
SUBCON	18	28	46
URGENT	248	14	262
Grand Total	1762	442	2972

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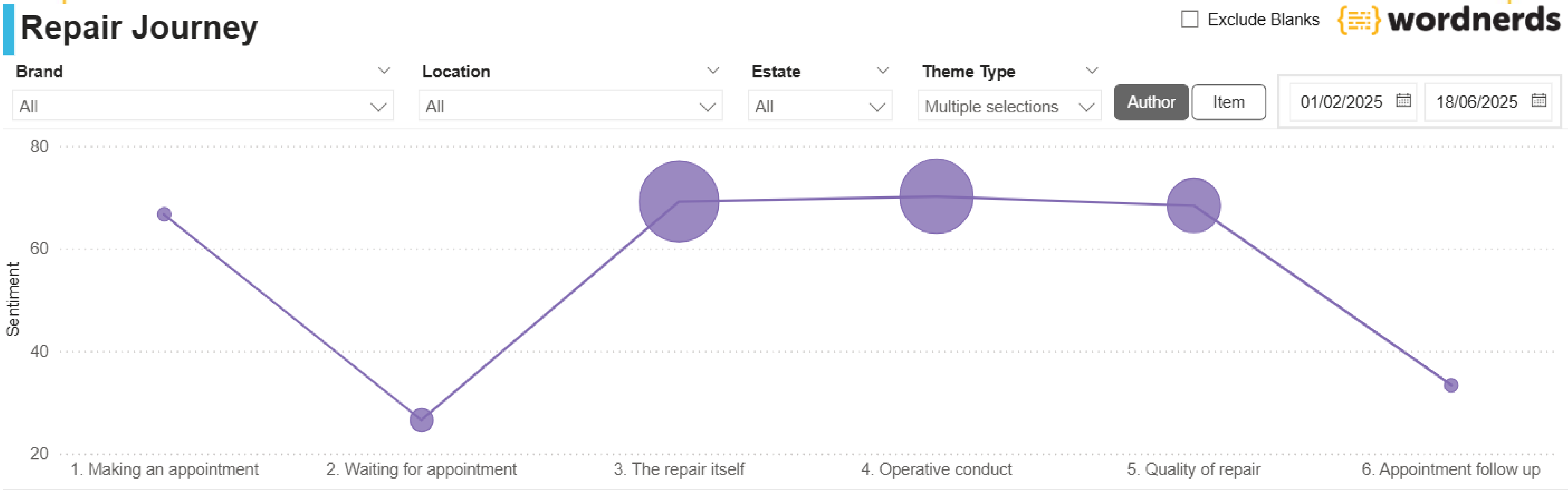
Repair Journey and Sentiment



Findings

- **Contractors**
  - High use of contractors as a percentage of overall jobs
  - We have little control over contractors' behaviour including keeping appointments, no access
  - Data on Contractors is missing due to admin processes therefore our assurance is not acceptable
- **Emergencies**
  - High level of emergency jobs
  - Urgent category not used enough
- **Data**
  - Consistency needed to improve reporting
  - Lack of productivity data and rescheduling information

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Findings cont..

- **Stores**
  - Poor data but likely that not achieving value for money
  - Processes are inefficient due to poor ICT
- **Appointment Scheduling**
  - Inconsistent services provided to tenants
  - Appointment availability
- **Productivity**
  - Lack of data on cost per job
  - High level analysis shows that certain trades could be more productive

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Recommendations

- **Strategic**
  - Repairs Policy
  - Stores Review
  - Productivity
- **Communications**
  - Text messages
  - Handbook
- **Technology**
  - Review QL pathways including for damp
- **Data**
  - New PIs
  - Review fields for better reporting

Agenda Item 6

Bury Council

Report to	Housing Advisory Board
Date	19/11/2025
Agenda No. & Title	Knowing Our Tenants report 2025
Purpose of the Report	This report provides a comprehensive overview of tenant demographics, needs, and engagement across the borough. It identifies gaps in data, highlights risks to service delivery, and outlines strategic actions to improve tenant experience, data quality, and compliance with Consumer Standards 2024.
Status	For information
Author	Claire Rogan
Report Contact	Claire Rogan Head of Performance Improvement and Assurance
Appendices	Knowing Our Tenants Annual Report
Background Documents	Nomis Census Area Profile 2021
Recommendation/s	**Improve Data Quality and Completeness** • Cleanse and integrate tenant data across systems. • Embed consistent data collection protocols at all tenant interaction points. • Launch targeted campaigns to fill gaps in language, disability, and communication preferences. **Enhance Housing Management System** • Upgrade the QL system to improve usability and data accuracy. • Train staff on data entry and cleansing practices. **Establish a Robust Data Management Framework** • Develop a framework based on Knowledge and Information Management (KIM) principles. • Define clear roles, processes, and accountability for data governance. **Support Vulnerable Tenants** • Create and implement a Vulnerable Tenants Policy. • Ensure tailored procedures and services are in place for those with additional needs. **Improve Tenancy Engagement** • Increase the number and success rate of tenancy visits. • Use multilingual and accessible communication methods.

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	Expand Digital Inclusion • Continue digital skills programmes and device provision. • Triangulate digital exclusion data with communication preferences to ensure inclusive service delivery. **Strengthen Accessibility and Safety Alerts** • Regularly review and update Do Not Visit Alone (DNVA) and tailored service alerts. • Ensure compliance with GDPR and safeguarding responsibilities. **Tailor Communication Approaches** • Assess literacy and comprehension needs. • Personalise communication formats to improve understanding and engagement. **Conduct Holistic Needs Assessments** • Integrate assessments at sign-up and annual reviews. • Capture employment status, household composition, and financial vulnerability.
Corporate Plan Objective	☐**X Satisfied Tenants** ☐**X** Quality Homes ☐ United Communities
Risk Implications	The report highlights risks to service delivery, tenant satisfaction, and regulatory compliance due to incomplete and inconsistent tenant data. Key gaps in language preferences, disability status, communication methods, and digital access limit our ability to deliver equitable and responsive services. These deficiencies increase the likelihood of tenant dissatisfaction and complaints, particularly where needs are unmet or communication fails. Inaccurate or outdated safety alerts and poor data governance also pose reputational and legal risks, including potential breaches of GDPR and the Consumer Standards 2024. These issues align with themes in Housing Ombudsman Service enquiries.
Mitigations/Controls	Strategic actions include data cleansing, improved system usage, tailored services, and enhanced engagement. A Vulnerable Tenants Policy and digital inclusion initiatives are proposed.
Financial and Value for money	N/A

implications	
Regulatory/ governance and legal implications	The report supports compliance with Consumer Standards 2024. The strategical actions and the action tracker highlight the action we must take to comply.
Assets and Liabilities	N/A
Resource Implications	N/A
Customer Impact	The report highlights how tenant data, when complete and accurate can shape more inclusive, accessible, and responsive services. By identifying gaps in communication preferences, digital access, disability status, and literacy, the report highlights the importance of tailoring services to individual circumstances. Improved data practices will enhance transparency, reduce barriers to engagement, and ensure tenants feel heard and supported. Ultimately, this will help build trust, reduce complaints, and improve satisfaction across the tenant base.
EDI Implications	The report helps identify underrepresented groups and supports more inclusive service design.
Sustainability and Environmental Implications	There are no sustainability or environmental impacts of this report.
Privacy/Data Protection	All data used for this report has been anonymised
Colleague Impact	Improving data collection and management will require ongoing system training, data management processes and KPI's to monitor the effectiveness. This will support all staff and improve service delivery.
Stakeholder Communications and Reputational Impact	This document will be shared at HAB and Bury Council Housing leadership team.
Next Steps	To monitor progress against the strategical aims and actions noted in the report.

Knowing Our Tenants Annual Report 24-25

Bury Council

CONTENTS

Introduction

Understanding our tenants is essential to delivering services that are tailored, equitable, and impactful. This report draws on insights primarily from our Housing Management System QL to build a clearer picture of who our tenants are, how they interact with us, and what their needs and preferences reveal about their lived experiences. By analysing the data, we can identify gaps in our data that may highlight areas for improvement, and ensure our services are shaped by evidence. This approach supports more informed decision-making and strengthens our commitment to putting tenants at the heart of everything we do.

While this report provides a strong foundation for understanding of our tenants, it is acknowledged that the dataset is incomplete. This presents a risk to the effective and compliant delivery of housing services, particularly in relation to the Consumer Standards 2024 and recurring Housing Ombudsman Service (HOS) complaint themes and information governance.

We have a functioning data infrastructure in QL and have the ability to capture key data about our tenants such as disability, language, and tailored service needs. There are opportunities to increase our usage of QL significantly.

The Improvement Progress Tracker outlines targeted actions either already in motion or recommended. These actions demonstrate a proactive approach to closing data gaps and improving service delivery.

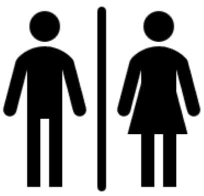
Key areas of focus are:

- Establish a comprehensive data management framework with clearly defined processes, roles, and accountability measures.
- Develop and implement a Vulnerable Tenants Policy to ensure consistent, tailored procedures and practices that meet the needs of tenants requiring additional support.
- Cleanse and integrate tenant data across all relevant systems to improve accuracy, accessibility, and operational efficiency.
- Embed consistent data collection protocols at all tenant interaction points to ensure reliability and completeness.
- Provide targeted training for frontline staff on accurate data entry and cleansing practices to enhance data quality and integrity.

Who Lives in Our Homes?

We currently have **15,794** people living in our tenanted properties across the borough.

41% **59%**

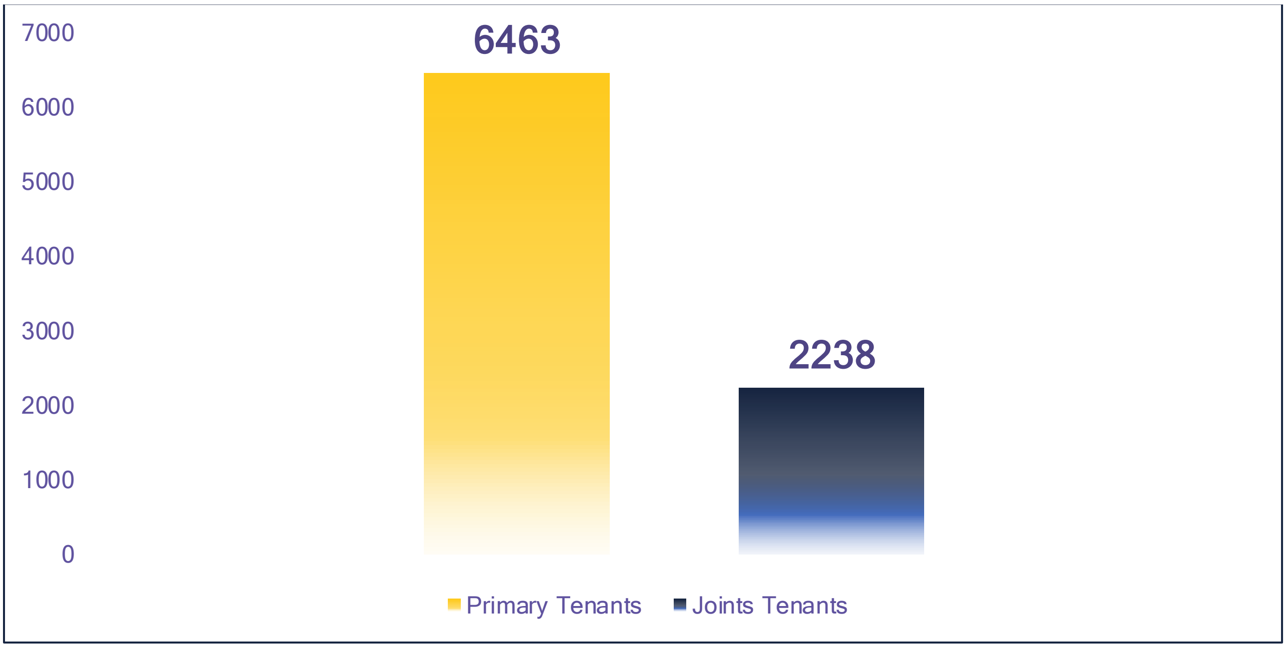


We have a 60/40 split in tenants in favour of women.

Tracking gender helps ensure services are not inadvertently disadvantaging any group and supports compliance with equality duties.

A third of our tenancies are joint tenancies. Understanding household dynamics allows for more inclusive engagement, ensuring both tenants feel heard and supported.

From the census details of 2021 the percentage age group for both males and females are similar to our tenant demographic.



Occupancy Information

The table below shows the number of people residing in each property by the number of bedrooms:

	Number of Properties											
Number of beds	1 person	2 people	3 people	4 people	5 people	6 people	7 people	8 people	9 people	10 people	11 people	Total
Bedsit	2	1										3
1 Bed	2,693	382	37	15	1							3,128
2 Bed	603	953	559	219	67	23	8	1				2,433
3 Bed	196	292	401	506	299	114	42	9	8	1		1,868
4 Bed	4	11	13	17	16	22	9	6	3		2	103
5 Bed					1	1						2
Total	3,499	1,639	1,010	757	384	160	59	16	11	1	2	7,538

Under-Occupancy

Using a simplified measure, where a property is considered under-occupied if the number of bedrooms exceeds the number of occupants, we currently identify 1,120 properties as under-occupied. Until we have analysed this data further, we cannot be sure that all of the 1120 properties allocated are under-occupied.

Overcrowding

Calculating over-occupancy is more complex. It depends on several factors including:

- Whether adults are married or living together
- The age and sex of children
- Family composition and relationships (for example care needs)

Due to these variables, we are not able to present an accurate figure for overcrowding currently. However, a very rough estimate suggests that 309 properties have at least two more occupants than bedrooms, indicating potential overcrowding. Again, this does not factor in family makeup, so the true picture may differ.

A data cleanse exercise to update household occupancy details would provide much-needed clarity. This would allow for more accurate assessments of both under-occupancy and overcrowding, considering the nuances of household composition.

Tenure type

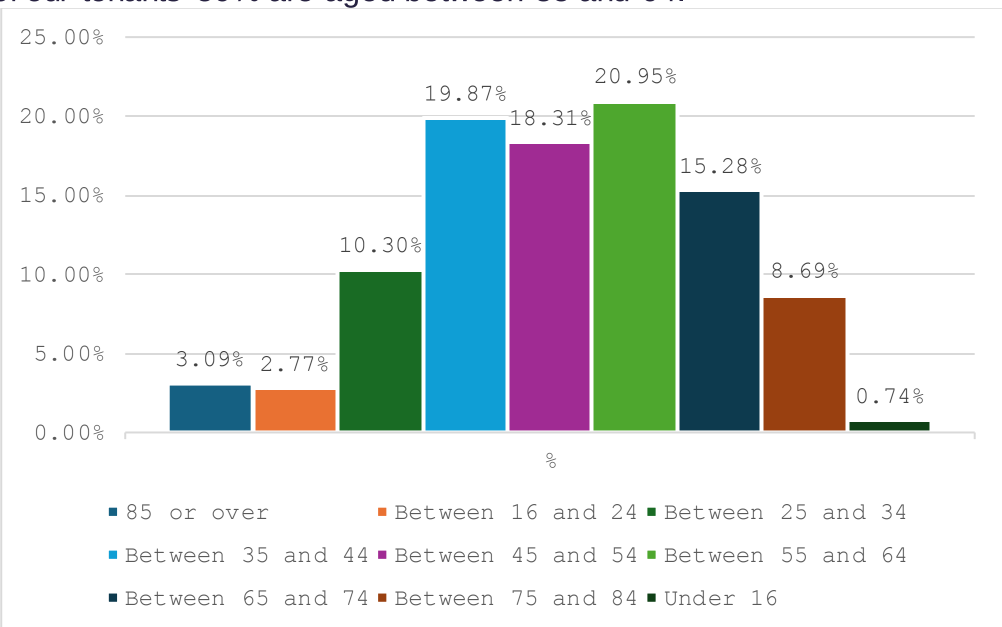
Currently, the data within QL is not consistently accurate enough to reliably represent tenure type. These kinds of discrepancies should ideally be addressed by a dedicated database administrator.

To improve accuracy data governance will need to be implemented. This will become part of the QL transformation project.

In the short term we can implement reporting to identify anomalies within QL, which would support ongoing data quality. These reports could highlight inconsistencies for review and correction, enabling more reliable analysis and decision-making and identify training.

Age

The majority of our tenants 59% are aged between 35 and 64.



Age data helps forecast demand for different types of housing and support services, enabling better long-term planning.

Considerations linked to an Ageing Tenant Population (63% aged 44+)

- Increased demand for adaptations, accessible homes, and support services due to mobility and health needs. Existing housing may not meet accessibility needs, risking dissatisfaction.
- Older tenants may struggle with online systems, limiting access to services and engagement.
- Greater risk of loneliness and mental health issues, especially for those living alone.
- Fixed incomes may lead to rent arrears or difficulty managing housing costs.
- Higher need for coordinated support with health and social care services.
- Failing to adapt services could prevent cohorts from accessing services and properties that provide for their needs.

Demographic differences.

A deeper analysis of age data has identified that there are less children aged 0-4 living in tenanted properties than in Bury as a whole, this may be because of the limited number of family sized properties available.

- 5% aged 0-4 years in the borough
- 2.5% aged 0-4 years in tenanted properties.

The only other age bracket that differs compared to the rest of the borough is 20 - 24-year age range, where there are more people aged 20-24 years living in social housing rather than private or owned. This is likely determined by the stock type available.

See comparison of population pyramid charts. **Appendix 3.**

Relationship Status

Right now, we do not have relationship status information for nearly 60% of our tenants. Of those we do know:

Relationship status	
Single	29.2%
Married or in a civil Partnership	12.7%
Divorced	5%
Live with a partner	3.7%
Separated	3.3%
Widowed	2.7%

Whilst this data is not critical in the delivery of Housing services it may have implications in certain scenarios when reviewing household composition for things like welfare support or vulnerability safeguarding.

Religion

- 36% of tenants are Christian.
- 25% have not shared their religion.
- 25% have no religious beliefs.

Religion	
Christian	36%
Muslim	5.4%
Hindu	0.09%
Sikh,	0.14%
Jewish	0.44%
Buddhist	0.20%
Haven't shared their religion	25%

Ethnicity

- 63.37% White British
- 19.64% of tenants have not shared this information.

Gaps in ethnicity and religion data limits our ability to provide culturally appropriate services, communications, and engagement.

Ethnicity	%
White British	63.16%
Not Specified	14.24%
Unknown	5.40%
White Other	3.21%
Black African	3.16%
Other	2.60%
Pakistani	2.21%
Asian Other	1.04%
White Irish	0.94%
Mixed White Black Caribbean	0.82%
Refused to answer	0.71%
White European	0.36%
Black Caribbean	0.35%

Ethnicity	%
Black Other	0.30%
Black British	0.27%
Mixed White Black African	0.25%
Indian	0.23%
Chinese	0.20%
Bangladeshi	0.19%
Mixed White Other	0.12%
Traveller Irish	0.10%
Mixed White Pakistani	0.07%
Gypsy Roma	0.03%
Mixed White Indian	0.02%
Mixed White Bangladeshi	0.01%

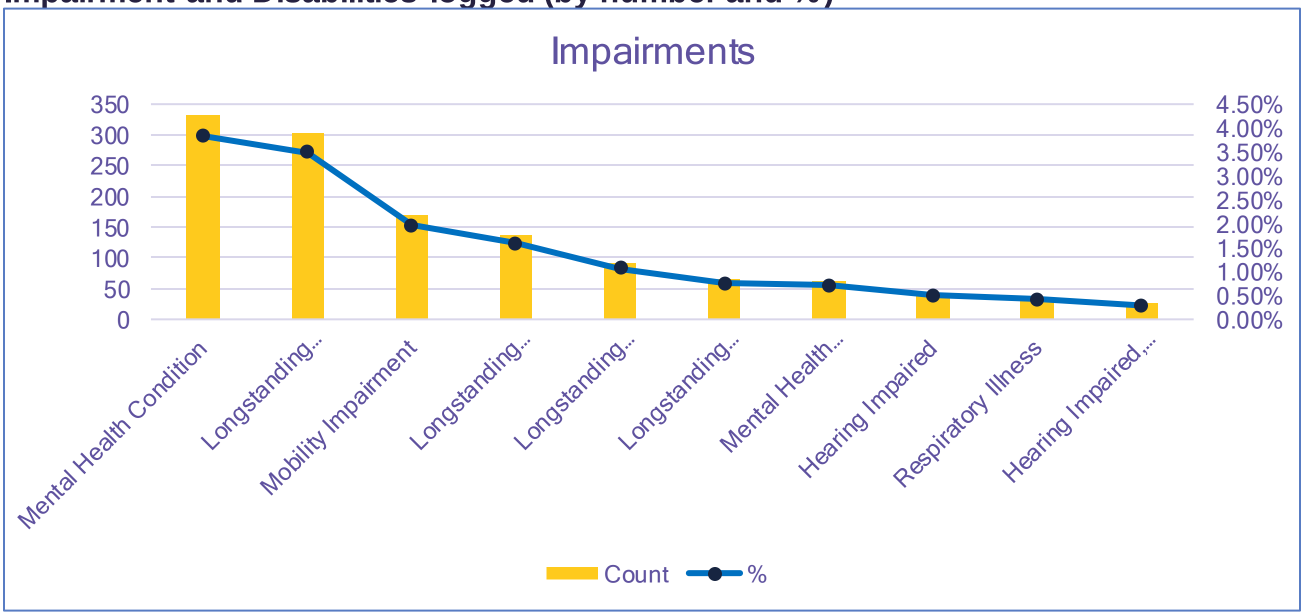
Language

Currently, 64.44% of tenants have not specified a preferred language, posing a risk to service delivery. Without this information, we may struggle to communicate key tenancy details, leading to missed appointments, confusion, and increased demand. It also limits tenant engagement in service design and scrutiny. This undermines our ability to meet the Consumer Standards 2024, particularly the Transparency, Influence & Accountability Standard, which requires landlords to ensure tenants can access and influence services.

Language	
English	32.44%
Polish	0.61%
Arabic	0.42%
Farsi	0.38%
Urdu	0.30%
Ukrainian	0.12%
French	0.3%
Punjabi/Mirpuri	0.3%
Bengali	0.03%
Chinese	0.01%

Impairments and Disability

Impairment and Disabilities logged (by number and %)

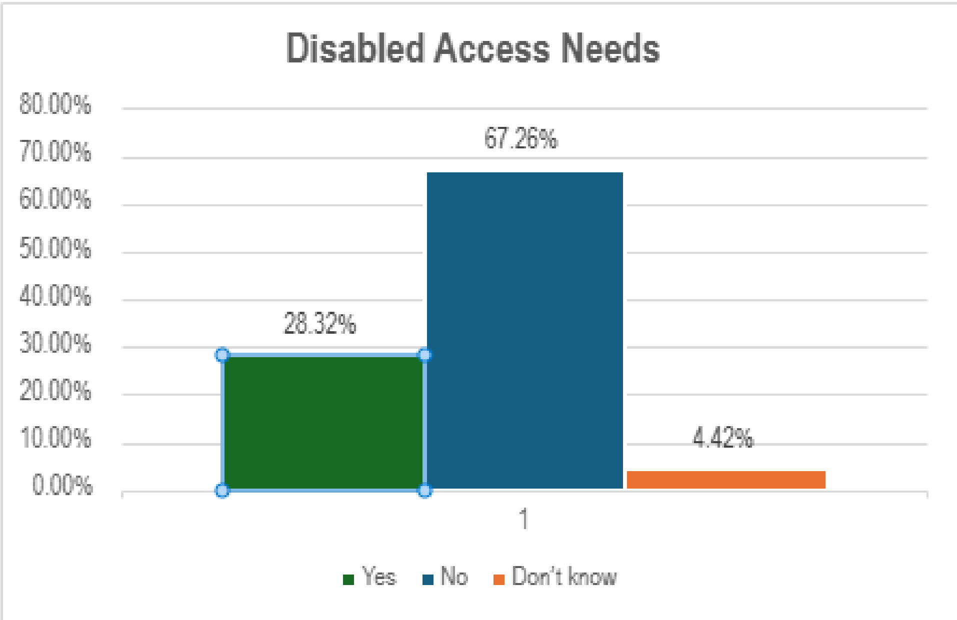


8,701	Total Primary and Joint tenants
2,049	Total tenant with impairments 23.5%
350	Tenant with impairments have a tailored service 17.1%
1,699	Have impairments but no tailored service 82.9%

From system analysis we can see that over 200 entries of impairments have been inserted into incorrectly in the system. This is a training issue that need to be rectified.

Disability Data Capture at Sign-Up

While CORE data is consistent, it only captures access needs, not broader disability, or impairment information. This is a Limited scope of initial assessment, especially for non-physical impairments. Further information should be captured and documented via the sign- up process.



The Wordnerds-commissioned analysis of tenant feedback across all services for 2024/25 aligns with the data recorded in our systems, highlighting mental health and wellbeing as the most frequently raised concern. Mobility-related issues followed closely, indicating a strong need to address both mental health issues and physical accessibility in our service delivery. **See appendix 2.**

External Support Services Engagement

331 tenants receive support from the following services All have documented impairments or disabilities within the system:

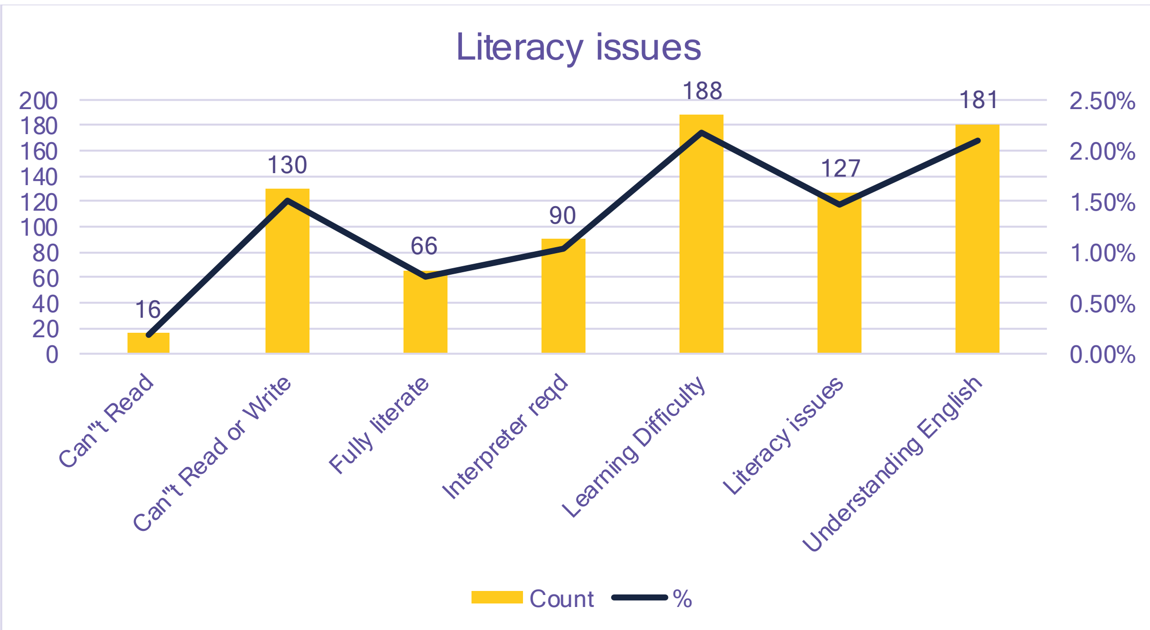
Support	
Social Services	86
Mental Health	51
Family Support	41
Floating Support	44
Alcohol/Drug Support	14
Learning Disabilities	7
Probation	28
Other	60

This data plays a vital role in supporting partnership working and enables us to respond to tenants' needs in a holistic and informed way.

CORE Data comparison (New Tenants 2024/25)

- Of the 339 new tenants, **67%** said they did not have disabled access needs.
- **26%** said they did, and this is recorded in QL.
- This is similar percentage to the larger data capture in QL.

Literacy & Understanding



Currently, literacy information is unknown for around 95% of tenants, which presents a significant barrier to effective communication. Understanding tenants' literacy and comprehension needs is critical to tailoring our communication methods appropriately.
Improving this understanding could lead to several positive outcomes, including:

- Better access to services
- Clearer, more meaningful communication
- Improved tenant engagement and satisfaction

Among the small proportion of tenants who have shared information:

- Some cannot read or write.
- Some require an interpreter.
- Others have learning difficulties or struggle to understand English.

By identifying and responding to these needs, we can ensure our services are more inclusive, accessible, and effective.

Accessibility.

We record accessibility needs or alerts to ensure staff and contractors are aware of specific tenant requirements before visiting.

There are currently **2,299** entries with some form of impairment, included are a subset of tenants with accessibility warnings including examples such as:

- “Takes time to answer the door.”
- “Tenant is deaf – please text before visiting.”

These notes are logged on the tenant’s account to help us deliver a service that works for them.

Do Not Visit Alone.

105 Do Not Visit Alone alerts are currently logged within our system. However, this data is not clean and many of the alerts require updating. Data is shared via an automated report for review with the appropriate staff.

There is a procedure in place for review, updating, extending and removal that keeps the tenant fully informed.

Examples of DNVA:

“Incident 30/05/2025 - Rude and aggressive on phone to OOO- Operatives sent and abusive and threatening behaviour - Had to leave address. Will review in 12 months.”

“Due to some verbal abuse to Gas and HA. I have added a DNVA for a temp period until we investigate the history and get a better understanding of this customer.”

If this data is not cleansed and updated regularly then we risk placing staff and contractors at unnecessary risk.

Our data must be kept up to date be used only for its intended purpose and it should not be retained longer than necessary. Failure to review or remove outdated alerts could lead to inappropriate decisions or misuse of sensitive information.

Not maintaining accurate accessibility data may result in indirect discrimination, breaching the Equality act 2010, therefore it is imperative that regular reviews and updates are undertaken.

How We Communicate With our customers.

We aim to contact customers in the way that suits them best, and we record their preferences in our system, however only a small proportion have shared communication preferences. Accessibility needs are recorded for less than 20% of tenants and we may be missing key information about how best to engage with the majority.

126 prefer email

116 prefer letters

435 prefer phone calls

27 prefer text messages

9 prefer home visits

We use efficient communication tools such as email and text messaging to keep tenants informed. These tools also allow us to track whether messages are received and opened.
Over the last year we have sent **6785** communications via the CX communication platform. Currently, **995** were opened and read.

Engagement and Feedback

21.5% response rate for surveys transactional
14.6% response rate for perception surveys

Digital Inclusion

529 Independent living schemes tenants have been given opportunities to attend a 6-week digital skills session run by Bury Adult Learning with a free tablet as an incentive.
All sheltered schemes have had WIFI installations.

CX platform has identified **300** digitally isolated individuals.
We do not have any further documented evidence of digitally isolated tenants which poses the following risks.

- Only **300** individuals are flagged, but this may underrepresent the true scale of digital exclusion.
- Blind spots in service delivery, especially for tenants who rely on analogue methods or are disengaged from digital platforms.
- If services (e.g. repairs, rent, support) are increasingly digital-first, digitally isolated tenants may:
  - Miss communications.
  - Be unable to self-serve.
  - Experience delays or exclusion.

Tenancy Visits

(April'24 -March'25) – **733** visits were arranged.

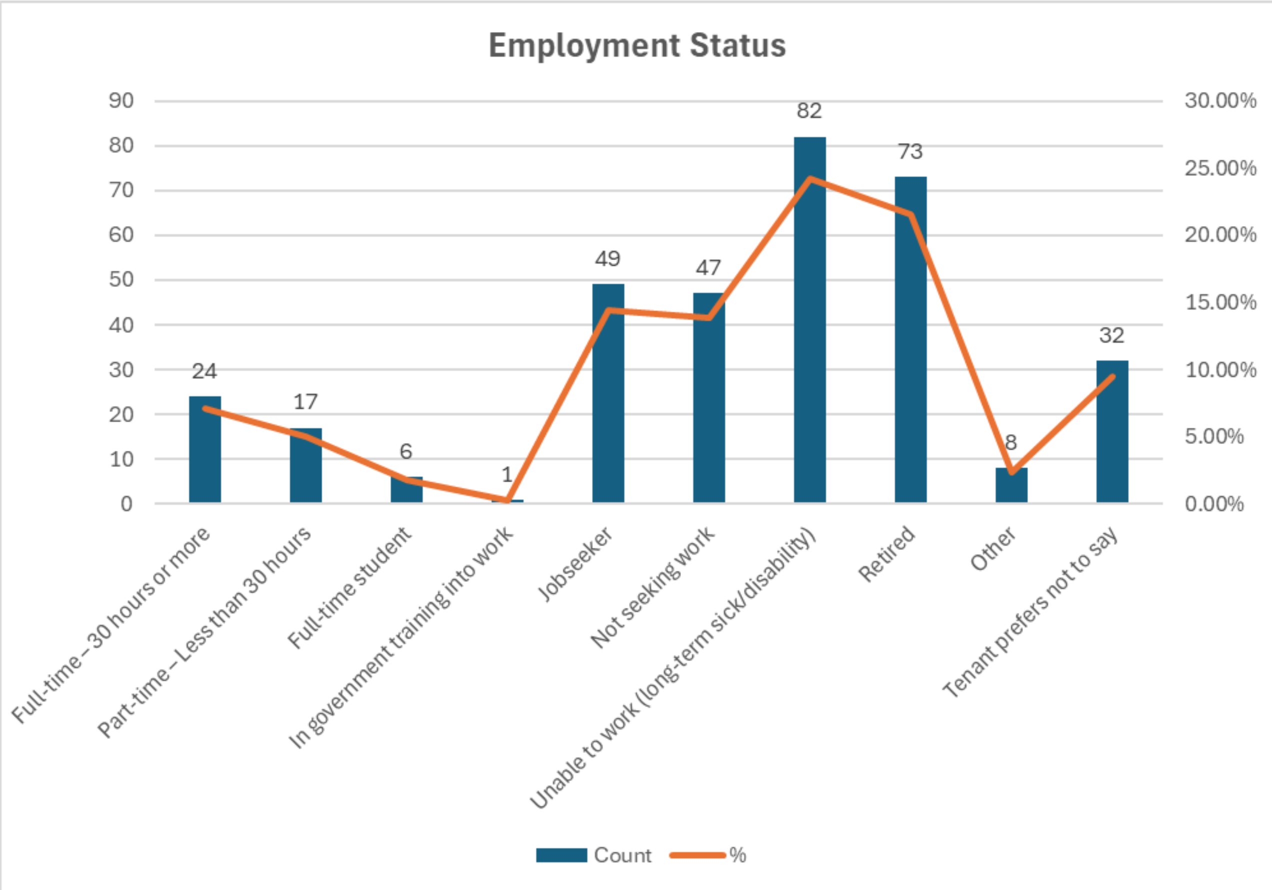
- **511** - Completed
- **136** - Unsuccessful
- **86** - Rearranged

There is an objective to complete another 1000 tenancy visits before year end not including attempted and rearranged visits.
In addition, **565** properties in extra care sheltered schemes re visited every 6 months to update their information and carry out Person Cantered FRA where needed.

Tenancy visits are a vital touchpoint—not only for updating tenant information and identifying support needs updating contacts and communication methods, but also for detecting property hazards such as damp and mould. Limited success in these visits restricts our ability to deliver safe, responsive, and person-centred housing services.

Employment status at let

Other than what is captured at sign-up through CORE, we currently have no up-to-date information on tenants' employment status, household composition, or financial vulnerability. This gap is reflected in the Supportive Collection team's data. This could place tenants at a disadvantage, as we are unable to effectively target and tailor welfare support, advice, and guidance to those who need it most, when they need it.



Property Lets and Vacations

In the reporting period we have let **555** properties and had **3** evictions.
For further breakdown of new tenancy information and void reasons please see the voids and allocations report. Appendix 5.

No Access information

- Repairs – **2085** no access logged in the system 24/25.
- Assets – No access is not currently logged in QL, but the process is being. developed. Stock condition data had a no access rate of **1365** properties 24/25. However, as this is not flagged for all to see and relies on manual data sharing.
- Neighbourhoods – There have been no ‘no access’ statuses logged in the system 24/25.

There are risks associated to inconsistent approaches to logging no access data.

High levels of no access can lead to significant tenant dissatisfaction, eroding trust and increasing complaints. This may also result in non-compliance with regulatory standards, particularly the Tenant Satisfaction Measures (TSMs),

Operational inefficiencies arise from missed appointments, causing wasted resources and higher costs due to repeat visits and rework. Delays in repairs can worsen property conditions, leading to asset deterioration and increased long-term maintenance costs. Financially, poor repair performance can affect void turnaround times and inflate operational expenses. Additionally, it creates challenges in meeting internal KPIs and managing contractor performance, placing pressure on teams, and potentially impacting morale and service delivery.

Key Risks Identified

- 64.44% of tenants have not specified a preferred language — risking ineffective communication and service exclusion.
- Impairment/disability status data is limited in its accuracy.
- Low engagement for tenancy visits resulting in missed opportunities to identify needs and property issues.
- No up-to-date data on employment status, household composition, or financial vulnerability resulting in limited ability to target support.
- Communication preferences recorded for less than 20% of tenants — limiting effective engagement.
- Literacy information unknown for 95% of tenants — creating barriers to understanding and accessing services.
- Digital exclusion data limited to 300 tenants — likely underrepresents true scale and risks inequitable access.
- The current management of Do Not Visit Alone (DNVA) alerts lacks regular cleansing and tenant review, resulting in outdated or inaccurate records. This poses several risks:
- GDPR Compliance: Retaining inaccurate personal data breaches legal obligations around data accuracy, purpose limitation, and retention.
- Data management needs to be strengthened.
- Housing Ombudsman Risks: Poor record keeping and failure to act on known risks are common themes in complaints, potentially leading to service failures and reputational damage.

Strategic Areas for Improvement

Improve the Housing Management system.

- Many of the issues arising from data collection and accuracy derive from a dated system that is difficulty to navigate coupled with lack of staff experience and knowledge or training.
- A new and improved version of the system will provide opportunities for all staff to be trained which in turn should see improved data accuracy, security, and data management. This piece of work will be captured via the digital transformation programme.

Establish a Robust Data Management Framework

- Develop and implement a comprehensive framework grounded in Knowledge and Information Management (KIM) principles to ensure data is accurate, accessible, and secure.

Support for Vulnerable Tenants

- Create a dedicated policy that outlines how the organisation identifies, supports, and monitors vulnerable tenants, ensuring their needs are proactively addressed.

Data Quality and Completeness

- Launch targeted data cleansing and capture campaigns to fill gaps in tenant information, focusing on critical fields such as language preferences, disabilities, and communication needs.

Holistic Needs Assessment

- Integrate routine assessments at key tenancy milestones (e.g., sign-up, annual visits) to collect and refresh data on employment status, household composition, support needs and financial circumstances.

Enhanced Tenancy Engagement

- Improve the scheduling and delivery of tenancy visits, incorporating multilingual communication and robust follow-up processes to ensure inclusive and effective engagement.

Digital Inclusion and Accessibility

- Expand digital inclusion initiatives and align them with communication data to ensure all tenants can access services and information in formats that suit their needs.

Proactive Accessibility Alerts

- Regularly review and update service alerts and Do Not Visit Alone flags to ensure they are logged consistently, reflect current tenant needs and support compliance with safeguarding responsibilities.

Tailored Communication Approaches

- Strengthen literacy and comprehension assessments to personalise communication formats and provide appropriate support, ensuring messages are understood by all tenants.

Actions and Improvements

Priority	Improvement Area	Action Description	Time-frame	Owner/Team	Status
High	Language Preferences	Launch a data capture campaign to collect preferred language for all tenants.	Short-term	Housing Ops / PIA Team	Not Started
High	Disability & Impairment Data	Cleanse and standardise impairment entries across QL, ensuring correct tagging and visibility.	Short-term	Housing Ops / PIA Team	In Progress
High	Do Not Visit Alone (DNVA) Alerts	Review and update DNVA alerts regularly to ensure accuracy and compliance with GDPR.	Short-term	Housing ops/ PIA team	Not Started
High	Literacy & Comprehension Needs	Develop a protocol to assess and record literacy needs during tenancy visits and sign-ups.	Medium-term	Housing Ops / Comms	Not Started
High	Communication Preferences	Embed communication preference capture at all tenant touchpoints and tenancy reviews.	Short-term	All Housing Ops Contact Centre Repairs Neighbourhoods Assets Compliance	In Progress

				Supportive Collection.	
High	Tenancy Visit Completion	Improve scheduling and follow-up processes to increase successful tenancy visits.	Short-term	Neighbourhoods Team	In Progress
High	No Access Logging	Standardise and automate no access logging across Repairs, Assets, and Neighbourhoods.	Short-term	Repairs / Assets / Neighbourhoods/PIA team.	In Development
Medium	KPI dashboard	Create a suite of data KPI' to drive service improvement and better data management.	Medium Term.	PIA Team	Further development &reporting required
Medium	Employment & Financial Vulnerability Data	Integrate employment status and financial vulnerability checks into annual reviews.	Long-term	Supportive Collections / Housing Neighbourhoods	Not Started
Medium	Digital Exclusion Mapping	Expand digital exclusion data capture beyond CX platform to identify hidden needs.	Medium-term	PIA team	Not Started

Medium	Vulnerable Tenants Policy	Develop and implement a policy to identify and support vulnerable tenants consistently.	Medium-term	PIA team.	In Planning
Medium	Data Governance Framework	Establish a formal data management framework with roles, responsibilities, and review cycles.	Long-term	PIA team	In Planning
Low	Religion & Ethnicity Data	Encourage voluntary disclosure through inclusive engagement and reassurance campaigns.	Long-term	PIA team (Engagement Team)	Not Started
Low	Relationship Status Data	Review relevance and determine if collection should be prioritised for welfare assessments.	Long-term	PIA team	Under Review

Appendices

1. CORE analytics 2024-2025.xlsx
2. Wordnerds report
3. Comparison of Population Pyramids.docx
4. Nomis - 2021 Census Area Profile - Bury Local Authority, Northwest Region, and England Country
5. Voids and Allocations Report

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wordnerds

BURY COUNCIL | CUSTOMER FEEDBACK

Initial Playback, August 2025

EXECUTIVE SUMMARY

What we did

Bury Council commissioned Wordnerds to deliver a **Proof of Concept** showing how AI-led customer feedback analysis can maximise the value in quant data, prioritise issues, and ultimately, improve customers' lives.

We examined five key areas:

Celebrating success

Your repairs team are very good, with an average sentiment of nearly 57 for the transactional survey placing Bury Council among the top Housing Associations we've worked with. Where staff members have been particularly helpful they're often mentioned by name by the customer - be sure to celebrate these successes.

Customer voice

"From moving from a different council, I've found it enlightening to be with Bury. EVERY single job I've reported have been dealt with immediately and all dates/appts kept. I'm so happy. Thank you. And I LOVE the property I'm in. I feel so blessed."

EXECUTIVE SUMMARY

Potential first actions

P 14-15

Targeted safety improvements for independent living residents:
Address common concerns by prioritising enhancements in building security and visibility of landlord presence.

P 19-23

Clearer plan of action/communication for reporting a query:
Ensure there is a clear method for tenants to report a query. Provide an expected time frame for resolution, potentially producing progress updates (texts/emails) to reduce frustration with chasing for updates.

P 19-23

Help residents navigate responsibilities:
Provide clear contact details and reporting channels for council responsibilities, so residents know exactly where to direct concerns. Offer a simple "Who to Contact" guide in welcome packs and online.

P 26-27

Proactive ASB intervention:
Use cross-stream ASB identification to trigger quicker interventions and better team coordination, focusing on periods and locations with reported spikes.

P 28

Prioritise hazard-related repairs:
Focus on urgent HHSRS risks like heating and fall prevention in homes where vulnerable residents report poor conditions and accessibility challenges.

P 30

Preventative measures:
Work with the wider council to introduce CCTV or an enclosed bin area to deter non-residents using estates as a dumping ground.

NEXT STEPS

Proof of concept process

1. **Feedback and iteration**
   This is not your final report! Tell us what's useful and interesting - and what's not - and we'll work together to reach a version that delivers the most value.

2. **Spread the word**
   We'd love to help you showcase the work you've done here. Your proof of concept package includes a **presentation to your exec** or group of key stakeholders to share our findings.

3. **Build a business case**
   If we've done our job well then you'll want to get the ball rolling on subscribing to Wordnerds for always-on real-time feedback analysis. We'll help you build the business case to navigate any and all procurement hurdles…

Future data strategies

Use your customer feedback as an early warning system for potential HHSRS complaints. Mentions of hazards such as Excess Cold can be seen across various datasets, with associated low sentiment indicating potential health risks - and potential complaints. Ongoing real time categorisation of this data will allow you to plan effective interventions before matters escalate.

Areas of wider council responsibility may be impacting your TSM scores. We've provided evidence to help you quantify and explain this to stakeholders.

Better identify and understand vulnerable groups. It's difficult for Housing Associations to be aware of all customer vulnerabilities, so listening to them expressing their changing circumstances in feedback data is another way to ensure you are equipped to meet their needs.

Track effectiveness of interventions. When Bury Council makes changes to improve the customer experience, we can create a quick feedback loop, allowing you to evidence the efficacy of what you did.

Bury Council

26/04/2023 18/06/2025

Exclude Blanks {≡} wordnerds

Location All

Estate All

Theme Type Multiple selections

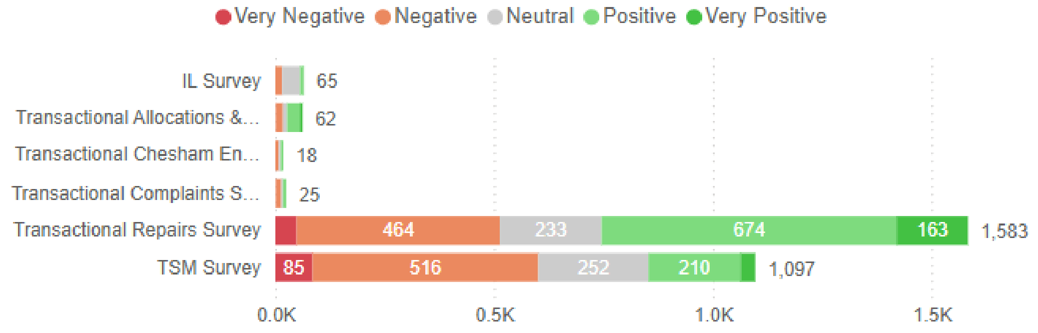
Sort By Volume

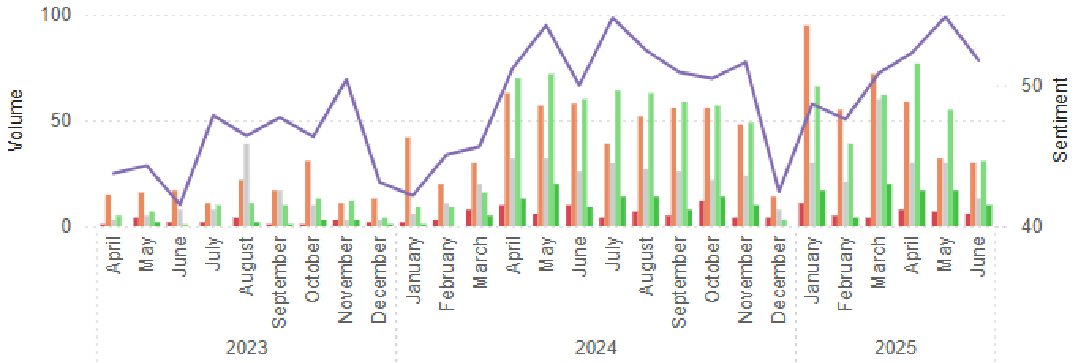
Min Volume 500

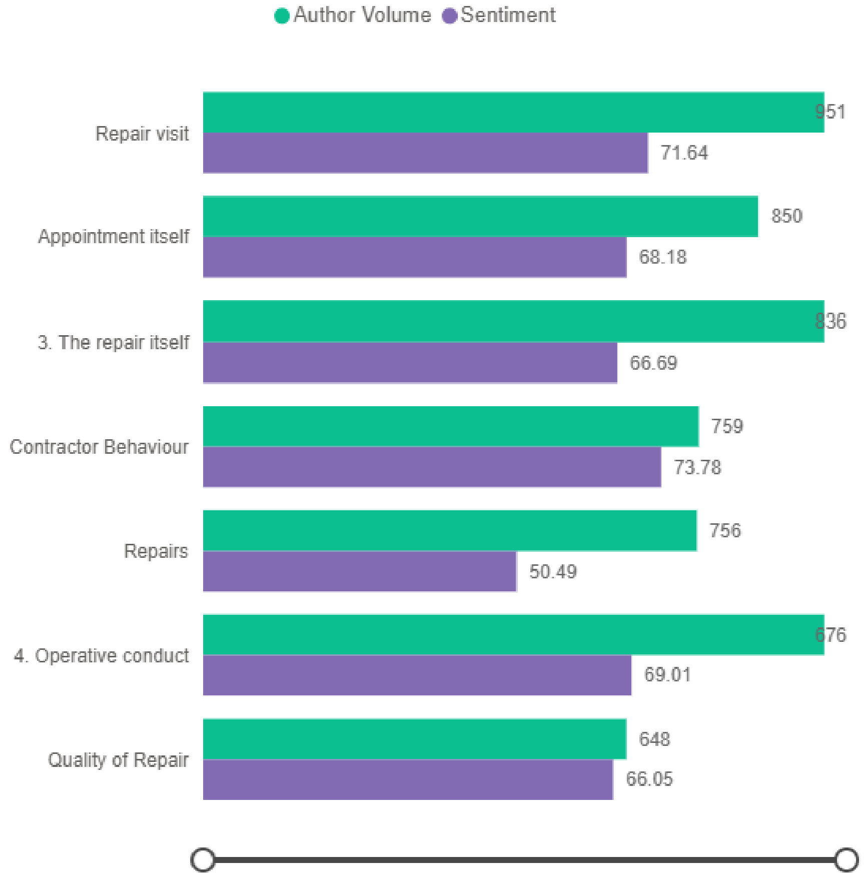
2,850	2,993	48.78	62.77
Author Volume	Item Volume	Sentiment	TSM Score

Average Author Sentiment

Author Item







[Explore the BI Platform for more!]

THEME BANK | TSM CATEGORIES

Theme Category	1. Maintenance & Repairs	2. Safety	3. Communication & Engagement	4. Complaint Handling	5. Estate & Neighbourhood Management	6. Financial
Themes	Accessible Home Appointment availability Appointment itself Appointment follow up Damage to property Estimate/Quote Incomplete repairs Long time to repair Modernisation Multiple repair visits Operative No show Problem getting worse Quality of repair Replacements Repairs (General) Repair actioned quickly Repair only temporary Surveyor Taken time off	Asbestos Building security Carbon Monoxide Causing or exacerbating health issue Damp & mould Fire safety Fire/Smoke alarm Gas safety checks Health & safety Hygiene Injuries Lift safety Pest problems Water safety	Accessible information Call wait times Communication & Engagement Digital navigation Felt heard/listened to Felt ignored/not listed to Good customer service Had to chase Information accuracy Kept informed No call back Poor communication Quick response Reliable - take action/do what they say they will Reporting a query Staff knowledge/expertise Staff show respect/empathy Unreliable - don't take action/do what they say	Compensation & Settlements Complaints Complaint accidentally closed Complaint closed Complaint reopened Complaint resolved Complaints: agent handling Complaints: handled in reasonable timescales Complaints: long wait for resolution Complaints: no response/resolution Complaints: records keeping Escalate (General) Escalate: legal action Escalate: MP or Councillor Escalate: Ombudsman Escalate: press/media Reputational risk Stage 1 Stage 2	Estates & Neighbourhood (General) ASB Crime and vandalism Building/external works Car parking/garages Communal areas Communal cleaning Fences and walls Gardening Grass & weeds Grounds maintenance Lifts Litter/fly tipping Bins Local facilities Neighbours Pavements Security and concierge services Stairways Street lighting Trees & hedges Visibility of landlord Parcels and post Ivy and creeping plants	Benefits Card payment Cost of Living pressures Direct Debit/Standing Order Energy costs/bills Energy Efficiency Fair and clear pricing Financial (General) Pay online Refunds Rent Rent increase Rent reduction Rent to Buy Service charge Value for money

1/ HEADLINES

Overview | TSM Analysis | Trends

DATA OVERVIEW

Data sources & volume

Transactional Repairs Survey

- Responses: 2,235
- Date Range: Mar 24 - Jun 25

TSM Survey

- Responses: 1,926
- Date Range: Apr 23 - Jun 25

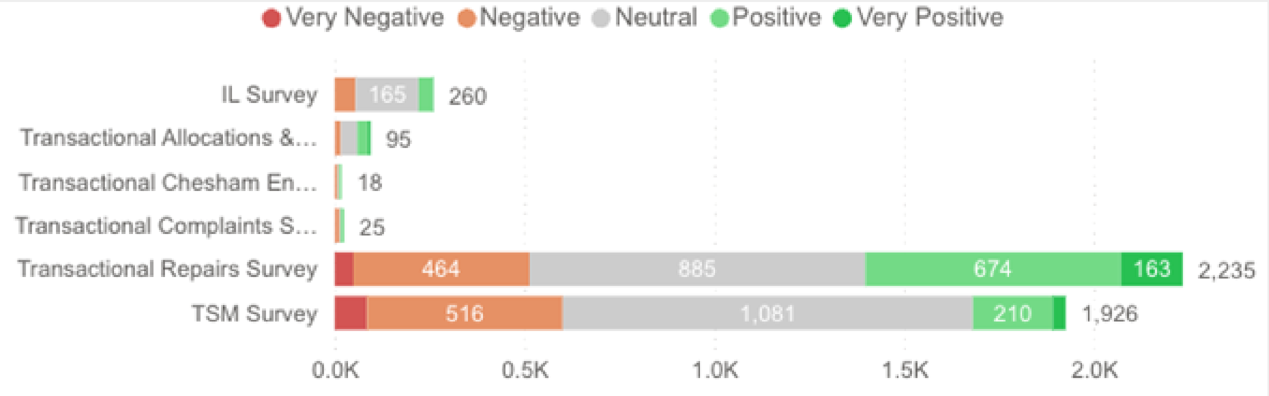
IL Survey

- Responses: 260
- Date Range: Feb 25 - May 25

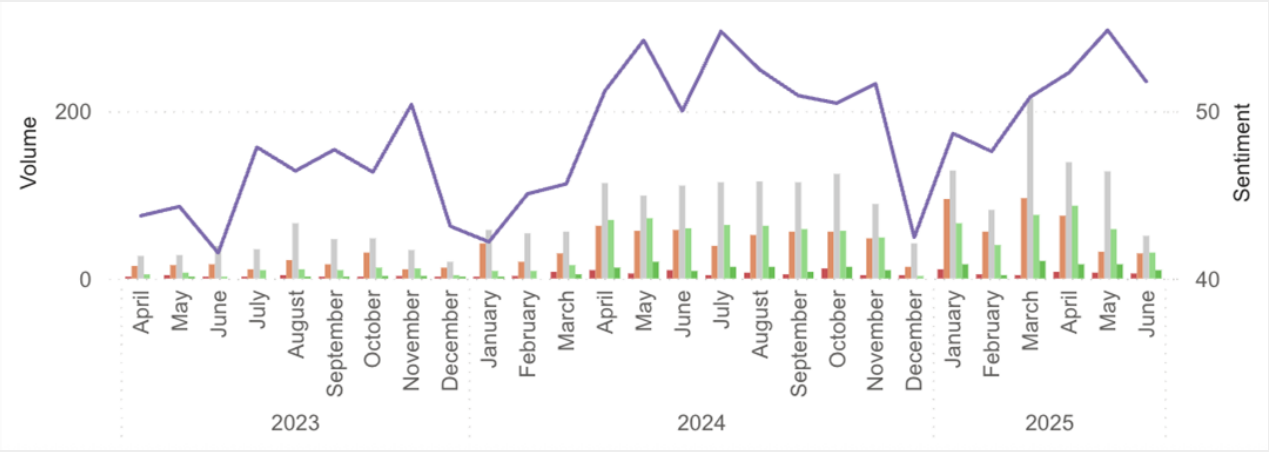
Other Transactional Surveys

- Responses: 138
- Date Range: Feb 24 - Jun 25

Total volume

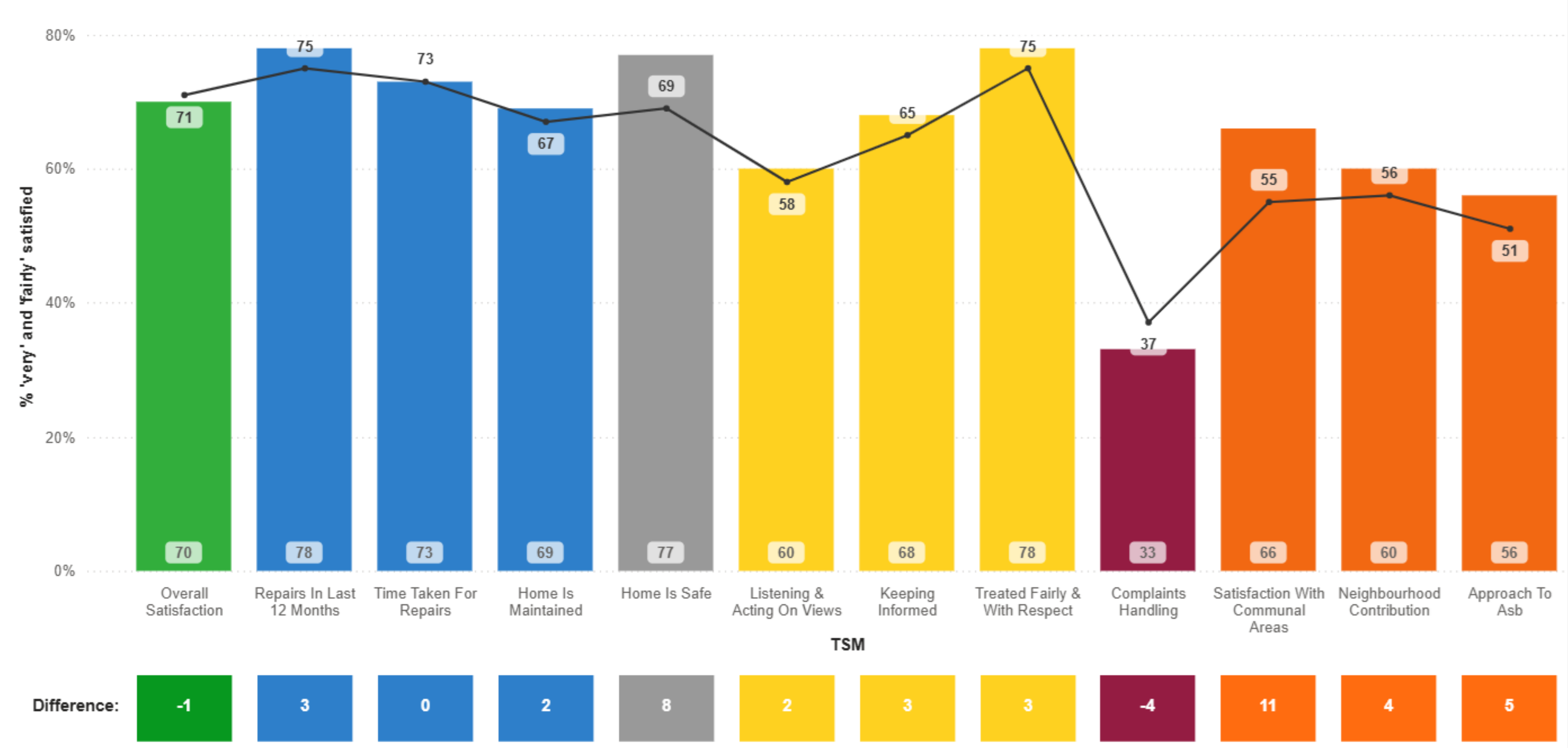


Volume / sentiment over time



TSM QUESTIONS

2024/25 vs 2025/26 year to date



Bars: Financial year 2025/2026 year to date. Lines: Financial year 2024/25.

This year's TSM results so far are giving mixed messages on direction of travel. For most of the questions we see an improved score, particularly around building safety and responsible neighbourhood management, where **home is safe** has improved by 8% and **satisfaction with communal areas** has improved by 11%.

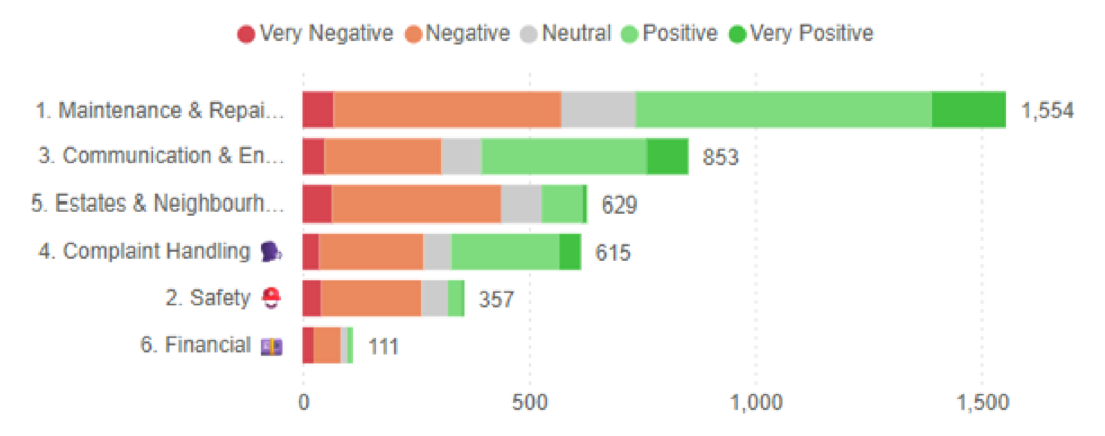
The repairs responses have improved slightly, but **time taken for repairs** remains the same. This combined with the 4% decrease in **complaints handling** could be why the **overall satisfaction** has dropped by 1%.

TSM CATEGORIES

Across all data

Due to the size of the transactional survey, themes from the **maintenance & repairs** category are mentioned the most in the comments from residents, with just over half the comments carrying a positive sentiment. However, this category does also provide the largest number of negative comments. More consistency across repairs could help improve tenant satisfaction.

Both **safety** and **financial** are much smaller categories, but with a large proportion of negativity. The biggest points of concern being around **damp & mould**, **security** and **exacerbating health conditions**. As well as worries over **cost of living pressures** and **rent**.



Example quotes

Cost of living pressures / Damp & mould

"Need help with damp already rung up about it several times and nothing is done about it cant afford to have my heating on 247 and when I don't have it on its freezing and damp."

"Damp in flat for nearly 6 years. Lied to about it being my fault. Eventually I realised it wasn't my lifestyle. Flat supposedly tanked, however, continuing water ingress. My health is compromised by this accommodation."

TOP RISERS

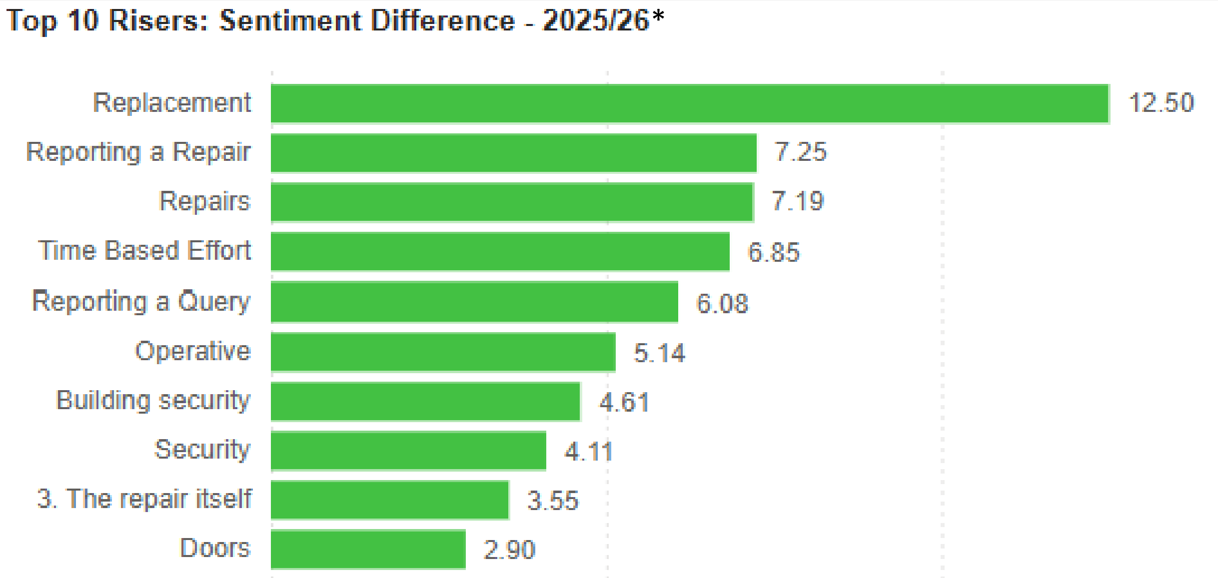
Positivity across all data

There are a number of themes that drive positive sentiment. The graph on the right shows the top 10 risers in sentiment.

Replacement (a theme in the maintenance & repairs category) has had the biggest increase in sentiment this financial year (so far) compared to last year, with a 12.5 point jump. Although the sentiment this year is still only 37.5, it is moving in the right direction!

The next biggest risers are also all about repairs, indicating an improvement in the entire repairs process, particularly **reporting/booking a repair**, as well as the **time taken**. Where staff members have been particularly helpful they're often mentioned by name by the customer, a sign of excellent engagement.

Building security has had a 4+ point increase in sentiment, which is likely linked to the sentiment increase in conversations around **doors**.



**Excluding themes with a volume less than 10*

Example quotes

Reporting a repair

"All requests for help ,assistance and repairs have been handled quickly, courteously and efficiently. Well done."

Replacement

"The service was good and the repair carried out very professional. Recommend a new front door."

TOP FALLERS

Negativity across all data

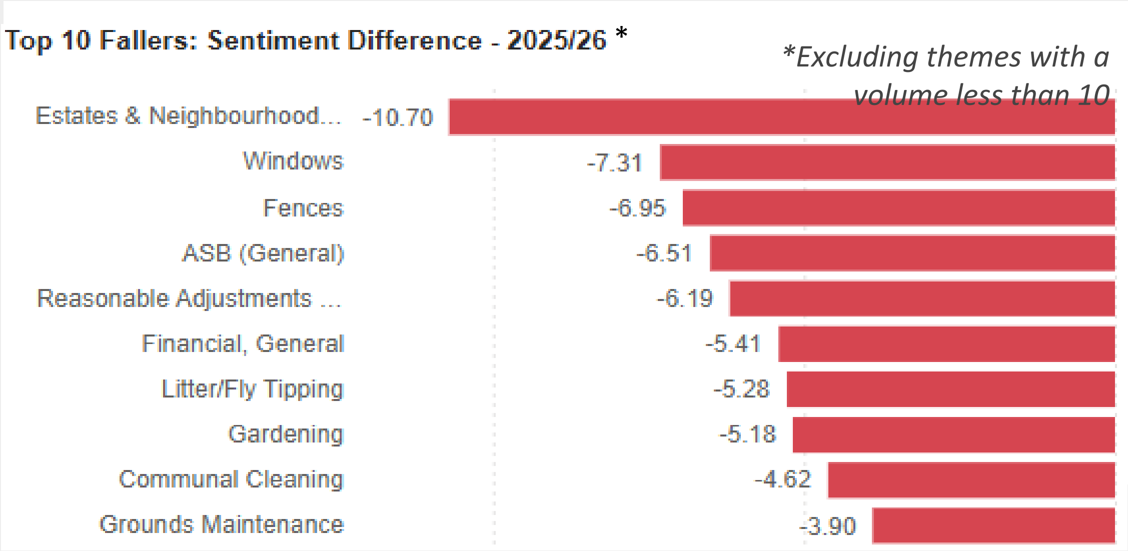
There are a number of themes that drive negative sentiment. The graph on the right shows the top 10 fallers in sentiment from last financial year to this year.

Estates & neighborhood has had the biggest decrease in sentiment this year, eight of the next nine biggest fallers are all aspects of estate and neighbourhood upkeep, with a more significant drop in **windows** and **fences**.

Example quotes

Fences — *"I am unhappy because the people from the bury council destroyed my fence two years ago when they were cutting down trees. Nobody has fixed it yet."*

Windows — *"I am still waiting for my window to be fixed it's been smashed now for a year now."*



Sentiment by financial year

Themes	2023/24	2024/25	2025/26
ASB (General)	26.47	32.76	26.25
Communal Cleaning	35.94	52.34	47.73
Estates & Neighbourhood (General)	28.26	30.70	20.00
Fences	21.88	27.40	20.45
Financial, General	20.37	30.41	25.00
Gardening	25.00	27.24	22.06
Grounds Maintenance	26.35	23.90	20.00
Litter/Fly Tipping	25.00	27.78	22.50
Reasonable Adjustments Criteria	21.25	27.34	21.15
Windows	27.88	30.38	23.08

The table shows the actual sentiment scores for each theme for each financial year. It shows that although **communal cleaning** has had a fall in sentiment, overall it is a fairly neutral theme.

2/ DEMOGRAPHIC ANALYSIS

Age and vulnerable groups

STATS & KEY DRIVERS | AGE

Independent Living Survey only

Theme	Sentiment	Volume
80 or older	50.93	10
70-79	49.49	22
60-69	40.63	20
Under 60	33.33	1
Total	**46.06**	**53**

Age data is only available from this survey, with most feedback coming from the 70–79 and 60–69 age groups. Sentiment is mid-range across all groups, with slightly more positive experiences among residents aged 70–79 (49.49) and 80+ (50.93). The 60–69 group shows a lower score (40.63), suggesting more mixed or negative feedback. Responses from under 60s are too limited to analyse, and the high volume of older respondents reflects the survey's independent living focus.

Example quotes

"When I first moved into the service there was a warden service and I now miss having that service" Safe Home - 80 or older

"Being able to talk to a named person when reporting anything rather then just anybody, could do with local social gathering for neighbourhood." Community - 70-79

"anyone can get into the gardens from the gates by the bins and can follow us in because the door doesn't always work properly and some people are letting anyone in wanting drugs." ASB - 60-69

STATS & KEY DRIVERS | AGE

Independent Living Survey only

Top themes 60-69

Theme	Sentiment	Volume
Building security	38.33	8
Safe Home	53.85	7
Estates & Neighbourhood (General)	40.63	5
ASB - Drugs	28.57	4
Catch all ASB/Crime	28.57	4
Security	40.63	4

Top themes 70-79

Theme	Sentiment	Volume
Safe Home	51.67	10
Security	51.79	8
ASB (General)	56.25	5
Catch all ASB/Crime	50.00	5
Visibility of Landlord	55.56	5
Building security	56.25	3

Top themes 80+

Theme	Sentiment	Volume
Safe Home	51.92	7
Security	45.83	7
Building security	50.00	5
Visibility of Landlord	41.67	3
Kept Informed	66.67	2
Appointment - Availability	50.00	1

Across all age groups, common concerns include **Safe Home**, **Security**, and **Visibility of Landlord**, indicating shared priorities around feeling secure and informed.

The 70–79 and 60–69 groups also frequently mentioned **anti-social behaviour and crime**, with the 60–69 group highlighting issues related to drugs and neighbourhood conditions.

Only the 70–79 group raised Community, while the 60–69 group uniquely mentioned Health & Safety and Estates and Neighbourhood (General), suggesting a broader focus on environmental and safety issues among younger respondents.

STATS & KEY DRIVERS | VULNERABLE GROUPS

Across all data

Theme	Sentiment	Volume
Reasonable Adjustments Criteria	24.73	92
Children	34.64	82
Disabled, general	28.74	82
Poor Health (Physical)	22.62	42
Mental Health	27.56	38
Substance Abuse	26.19	19
Elderly	35.42	12
Autistic/Neurodiverse	29.17	6

Example quote | Disabled, general

"Jobs appear to be half completed to appease tenants. The finish is not satisfactory either. I've had to sleep on the bare floor for 5 nights. As a disabled aging person this is not satisfactory!"

Our custom theme analysis identified 245 comments across all of the provided data linked to potentially vulnerable groups.

The most frequently flagged themes were **reasonable adjustments criteria** (92 comments, sentiment score 24.73), households with **children** (82 comments, 34.64), and **disability** (82 comments, 28,74) suggesting these groups are more likely to raise concerns. Other themes, including poor physical health and mental health, showed lower sentiment, pointing to more negative experiences.

While volumes were smaller for groups such as those affected by substance abuse, neurodiversity, or age-related needs, their presence highlights a broad range of resident experiences.

Notably, sentiment was highest among elderly residents and those with children, suggesting comparatively more positive experiences in these groups. These findings offer valuable direction for more inclusive and responsive service planning.

STATS & KEY DRIVERS | VULNERABLE GROUPS

Across all data

Theme	Sentiment	Volume
Mental Health and Wellbeing	26.39	17
Mobility Issue, general	28.33	13
Wheelchair User	25.00	8
Depression	21.43	7
Anxiety	20.83	6
Autism	29.17	6
Asthma, Breathing Issues	20.00	5

Further analysis of the 245 flagged comments reveals more detailed health-related barriers linked to vulnerable groups.

Mental health and wellbeing is the most frequently mentioned specific issue (17 comments, sentiment score 26.39), followed by mobility-related concerns such as general **mobility issues** (13 comments) and **wheelchair use** (8 comments), both with low sentiment, suggesting difficult experiences.

Example quotes | Mental health & wellbeing

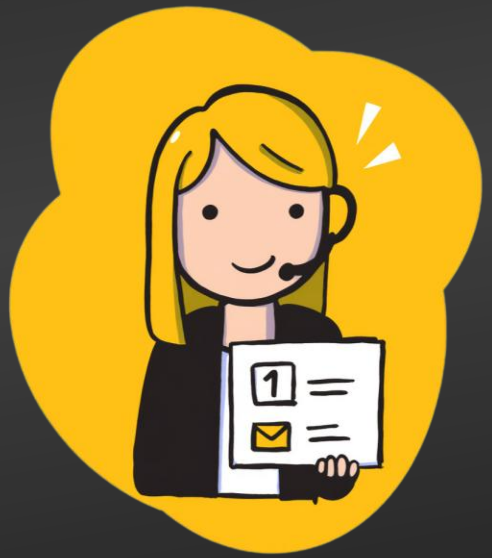
"I have mental health and I just give up chasing because I will be constantly trying to chase repairs that never happen."

"I feel when I go out I don't want to return to this property very depressing and bad for mental health."

Example quotes | Mobility issues

"I have problems with mobility ie falls, the flags at the front of my house are dangerous."

"I waited a month for bury council to fix the only gate I can use to get out with my daughters wheelchair. Do you know how that feels? I doubt it!"



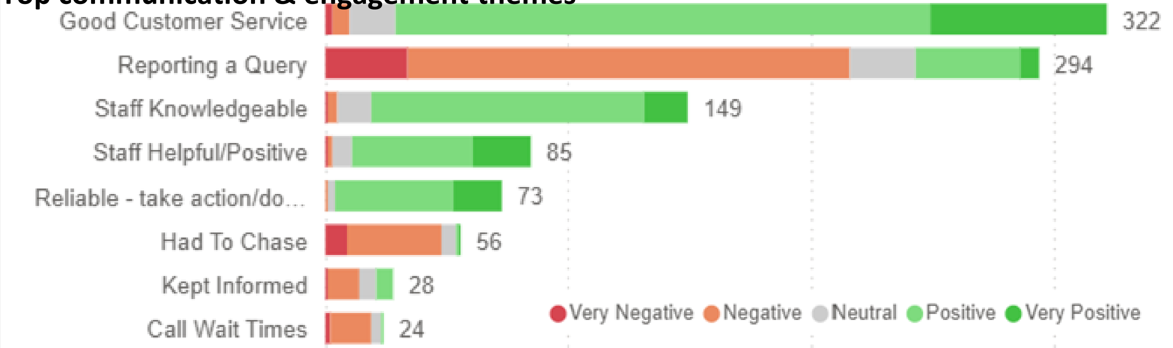
3/ COMMUNICATION & ENGAGEMENT

Changing perception post council takeover

COMMUNICATION & ENGAGEMENT

Across all data

Top communication & engagement themes



Good customer service is by far the biggest driver of positivity with 293 positive mentions. Of these 259 reference a **repair visit** and 221 talk about the **contractor behaviour**, many specifically stating the "friendly workmen". **Staff knowledgeable**, **staff helpful/positive** and **reliability** are also positivity drivers.

Reporting a query is the key source of negativity with 216 negative responses, commonly also mentioning **repairs** or **reporting a repair**. There is a also significant number of responses around **time based effort**, **long wait for resolution**, as well as **phone** and **operative** issues.

Example quote | Good Customer Service

"Here when scheduled. Repair accomplished efficiently. Polite and courteous. Very satisfied thank you."

Example quote | Friendly Workmen

"The workman was very friendly and chatty and solved the problem."

Example quote | Staff Knowledgeable

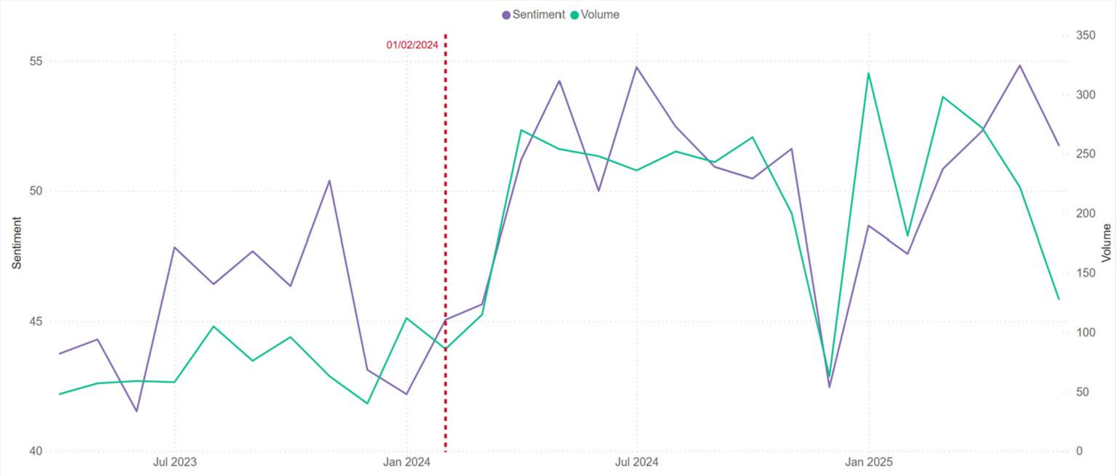
"The electrician who called round to undertake the repair was very pleasant. He seemed very experienced and took the time to explain what the problem was and the different light fixtures in the surrounding properties. He did an excellent job."

Example quote | Reporting a Repair

"I have been asking for my door to be replaced due to it being unsafe still not got reply."

COMMUNICATION CHANGES

All data



Communication & Engagement category only

Following the transition back into Bury Council from the ALMO in February 2024, we see a significant increase in both sentiment and volume. This increase in volume is largely due to the number of surveys introduced after this point, however the second graph shows that besides this, the proportion of comments talking about **communication & engagement** also increases from an average of ~15% to 20-25%.

The overall sentiment also increases from 45-50 to 50-55, while the sentiment of only **communication & engagement** was decreasing before the change and then shot up to more than 60 after the change (excluding December 2024, where both the sentiment and volume decreased across the board - see slide 24).

Example quote | Reliable / Post change

"Really happy with the work done and very helpful from the phone call to the finished job. The plaster went above and beyond with great customer care :)"

COMMUNICATION CHANGES

Six months before vs six months after

Comparing the themes within the **communication & engagement** category six months before (Aug 23 - Jan 24) and six months after (Feb 24 - July 24) the changes, we see a response volume increase of 206 and a sentiment increase of 23 (volume and sentiment visuals on the next two slides).

Good customer service had the largest increase in conversation with 108 more comments after the changes and a small sentiment increase of two points. There was also a significant increase in responses about **reporting a query**, where the sentiment jumped up by six points, as well as **staff helpful/positive**, **staff knowledge** and **quick response**. Before the changes there was no mention of **quick response**, but in the six months post change it was referenced nine times, with an average sentiment of 72!

Unfortunately there was an increase in people reporting they **had to chase**, but despite this the sentiment here still increased by seven points.

Example quote | Quick response / Post change

"Great communication from Becky regarding the repair. Very prompt. Workmen very respectful and let me know what upcoming repair will entail."

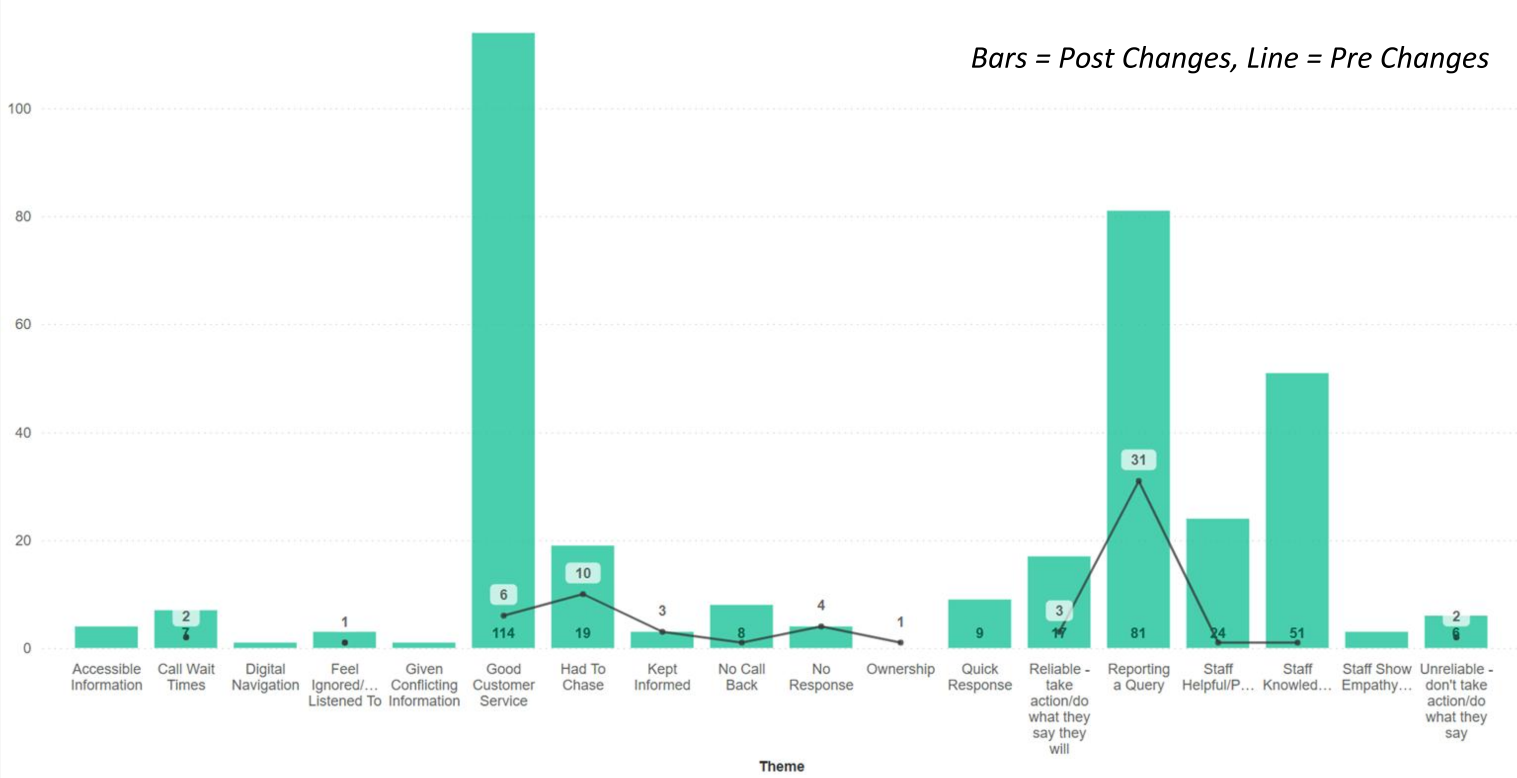
Example quote | Had to chase / Post change

"There was nothing wrong with the service guy. He was very polite, the emails I had to send over this repair was frustrating. The door is rotting away and let's in rain and i am registered disabled with severe osteoarthritis so damp and cold makes my condition worse. Reporting of repairs is frustrating and unnecessary, sorry."

COMMUNICATION CHANGES | VOLUME

Six months before vs six months after

Volume Comparison

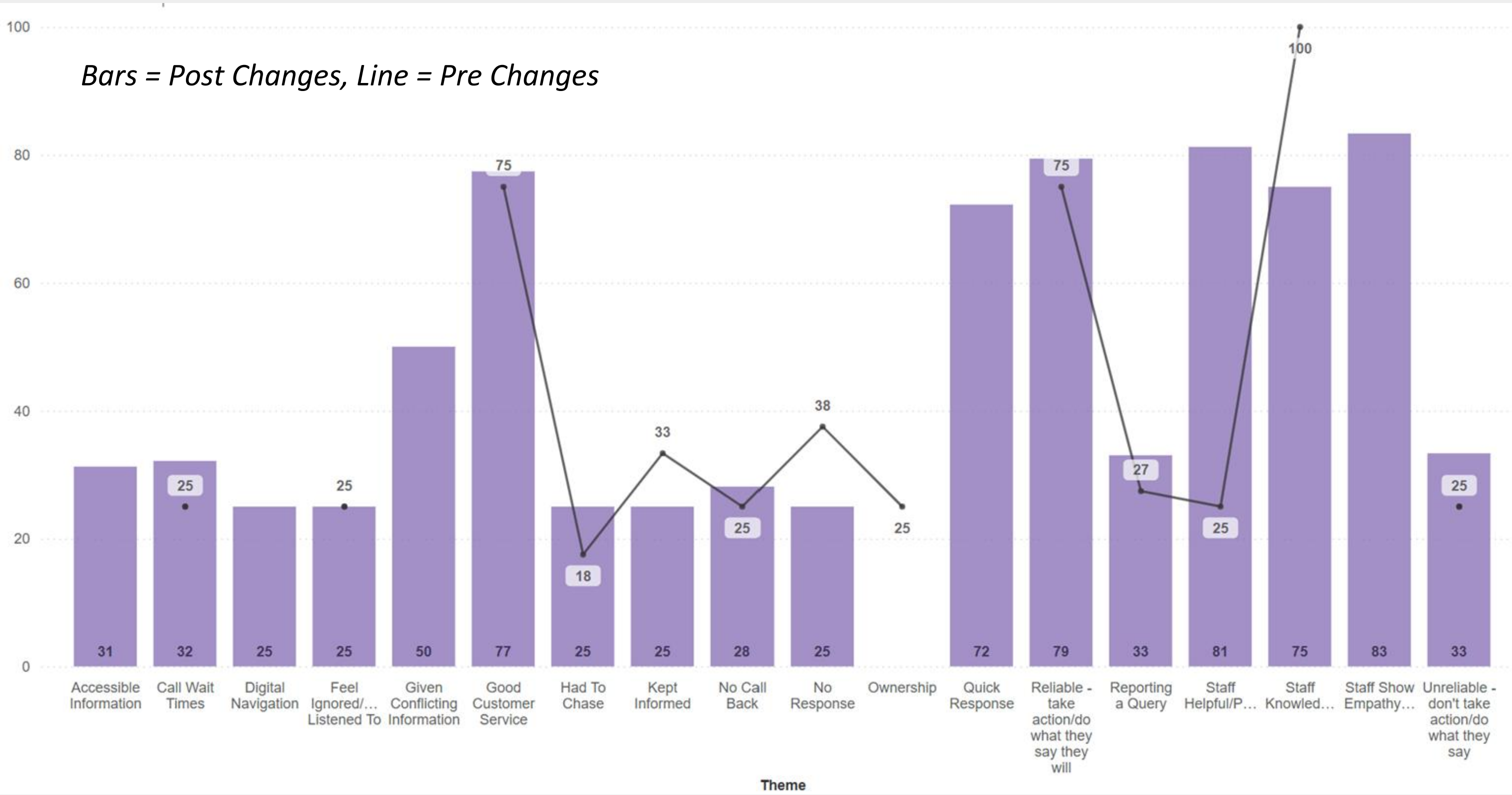


Theme	Difference
Accessible Information	4
Call Wait Times	5
Digital Navigation	1
Feel Ignored/Not Listened To	2
Given Conflicting Information	1
Good Customer Service	108
Had To Chase	9
Kept Informed	0
No Call Back	7
No Response	0
Ownership	-1
Quick Response	9
Reliable - take action/do what they say they will	14
Reporting a Query	50
Staff Helpful/Positive	23
Staff Knowledgeable	50
Staff Show Empathy/Understanding	3
Unreliable - don't take action/do what they say	4
Total	**206**

COMMUNICATION CHANGES | SENTIMENT

Six months before vs six months after

Sentiment Comparison

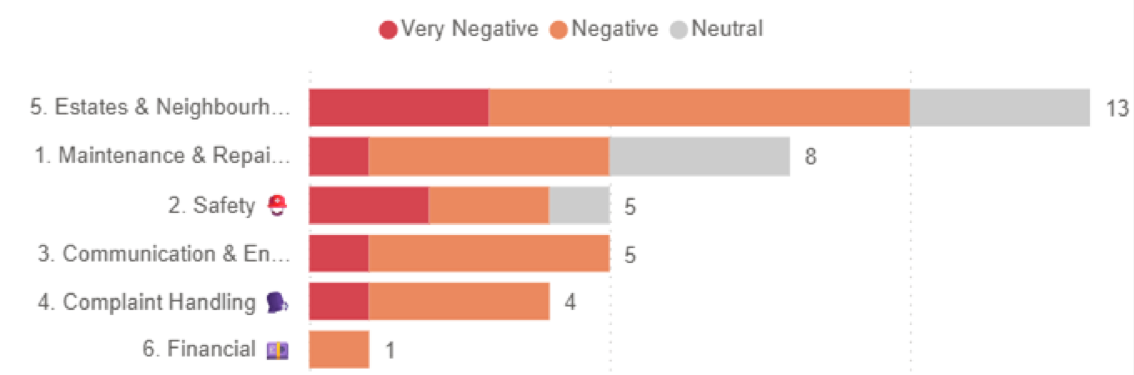


Theme	Difference
Accessible Information	31
Call Wait Times	7
Digital Navigation	25
Feel Ignored/Not Listened To	0
Given Conflicting Information	50
Good Customer Service	2
Had To Chase	7
Kept Informed	-8
No Call Back	3
No Response	-13
Ownership	-25
Quick Response	72
Reliable - take action/do what they say they will	4
Reporting a Query	6
Staff Helpful/Positive	56
Staff Knowledgeable	-25
Staff Show Empathy/Understanding	83
Unreliable - don't take action/do what they say	8

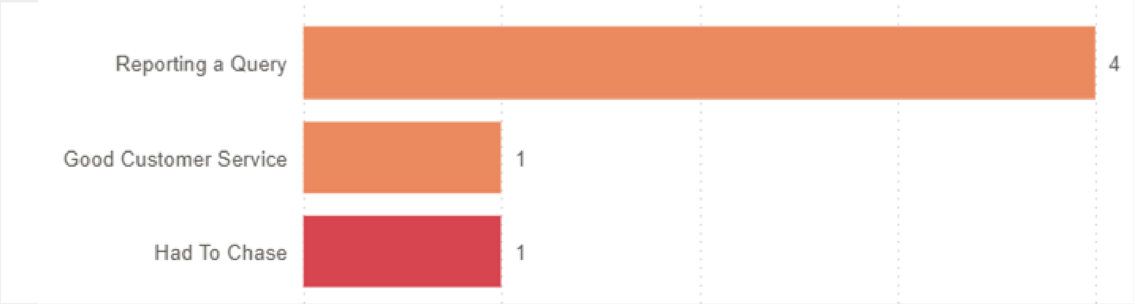
COMMUNICATION ANOMALY

What happened in December 2024?

TSM categories | Dec 2024



Communication & engagement themes | Dec 2024



In December 2024 all of verbatim from the main TSM driving categories was categorised as very negative to neutral.

There are five comments within the **communication & engagement** category, four of which reference difficulties **reporting a query**, more specifically either **reporting a repair** or reporting issues around **grounds maintenance** or **ASB**.

Example quote | Reporting a query / ASB

"Reported anti social behaviour beginning of November 24 still have not had a response from housing officer."

Example quote | Reporting a query / Reporting a repair

"I asked for bury council to come out and look at my front door and back door they are old and very drafter but the other bungalow got new front and back door."

4/ ANTI SOCIAL BEHAVIOUR

Including HHSRS insights

ASB KEY DRIVERS & STATS

Across all data

Theme	Sentiment	Volume
ASB (General)	29.26	126
ASB - Keywords	30.36	80
ASB - Crime	28.49	41
ASB - Drugs	30.11	41
ASB - Noise	31.52	23
ASB - Harrassment	29.41	16
ASB - Weapons	25.00	3
ASB - Evict	12.50	2
ASB - Vandalism	25.00	1

Example quote | ASB - Drugs

"Putting some sort of security in place, we are coming to the lounge or laundry room in a morning and finding doors open or unlocked this building is called the drug den by most people in Radcliffe." IL Survey customer

All Bury datasets were analysed for mentions of anti-social behaviour (ASB), with a total of 126 **general ASB-related** comments identified, alongside more specific themes such as **crime** (41), **drugs** (41), **noise** (23), and **harassment** (16). Sentiment across these themes is predominantly negative, reflecting high levels of resident concern.

While there is some crossover between themes (e.g. a single comment may reference both crime and noise), the data clearly indicates that ASB is a recurring issue across various forms.

Identification of ASB across multiple feedback streams enables faster response and better coordination across teams and channels. By capturing issues like noise, drug activity, or harassment—even when not reported through the correct survey or team—this approach helps surface emerging problems earlier and ensures they reach the right services without delay.

ASB VOLUME & SENTIMENT OVER TIME

Across all data

This graph shows how mentions of anti-social behaviour (ASB) have changed over time, highlighting both the volume of ASB-related comments as a percentage of total feedback and the average sentiment score (out of 100) associated with those comments.

ASB mentions show periodic spikes, with noticeable peaks in mid-2023, late 2023, and mid-2024.

Sentiment trends downward overall, with lower scores typically aligning with higher ASB volumes.

While the graph shows sharp sentiment changes, scores are out of 100—so fluctuations are moderate rather than extreme.

Recent months show both lower volume and sentiment, suggesting fewer reports but continued negative experiences.

This trend data supports targeted action during peak periods and helps track the impact of interventions over time.

HHSRS HAZARDS

Across all data

Theme	Sentiment	Volume
Excess Cold	25.00	43
Position and operability of amenities	21.67	15
Falls	16.67	12
Electrical hazards	25.00	6
Overcrowding	33.33	3
Entry by intruders	12.50	2
Excess Heat	37.50	2

Example quote | Excess cold

"It would be nice if someone came and spoke to us, there's just 11 people live here, we have the oldest of heating and doors, it's so cold in winter as the door doesn't fit right there's big gaps when it's shut...." TSM Survey

This custom theme analysis focuses on HHSRS (Housing Health and Safety Rating System) hazards identified in resident feedback. Of the 29 HHSRS hazards, several were flagged in the data, particularly those related to physiological and accident risks. **Excess Cold** was the most frequently mentioned (43 comments, sentiment score 25), indicating ongoing concerns around thermal comfort and heating—an issue that can have significant health implications, especially for vulnerable residents.

Other hazards raised include **Falls**, **Electrical Hazards**, and **Entry by Intruders**—all linked to accident prevention. **Position and operability of amenities** was also notable, reflecting accessibility issues. All themes remain broadly negative, indicating persistent resident concern and potential risk.

These insights help highlight which HHSRS hazards are most frequently experienced or observed by residents, providing valuable evidence for targeting property improvements that directly impact health, safety, and wellbeing.

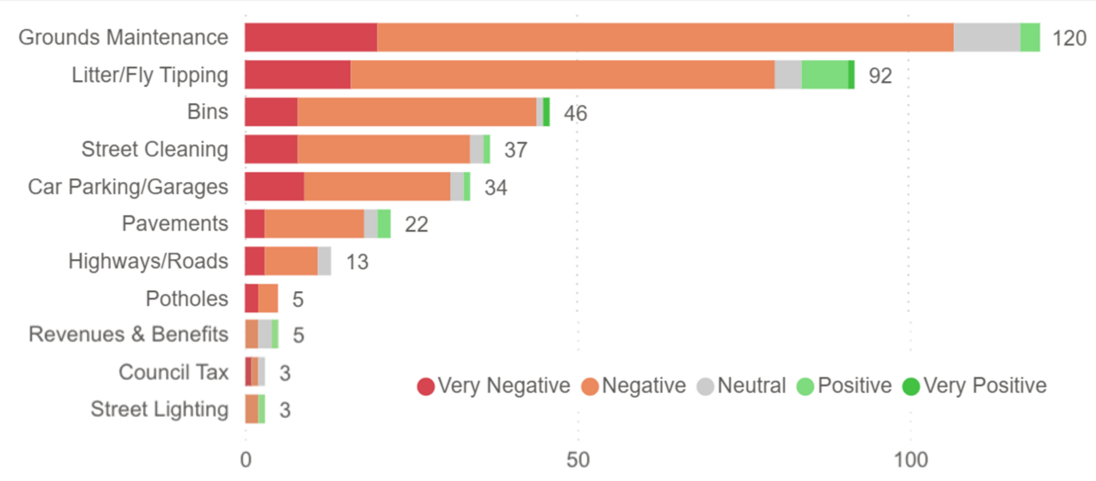
4/ WIDER COUNCIL SERVICES

Customer issues beyond your control

WIDER COUNCIL SERVICES

Across all data

Top themes beyond the housing team's control



A total of 248 (5.7%) responses mention themes that are not in your gift, with overwhelmingly negative sentiment.

Almost half of these responses commented on the **grounds maintenance**, with frequent mentions of **gardening** and **trees & hedges**, specifically stating there are trees that need to be cut back. This often overlaps with concerns around the safety of vulnerable people, namely the **elderly** or **people with disabilities**.

Litter/fly tipping is the second largest point of conversation, half of these responses also mention the **bins**, explaining that they are regularly overfilled due to non residents using them for their own rubbish. Suggestions to manage this included CCTV or an enclosed bin area. Other comments reflected on residents using the wrong bins and the lack of recycling, providing recycling bin instructions to new residents could be a way to minimise this.

Example quote | Grounds Maintenance

"The grass cutting is never done regular in summer and tree saplings start to grow which is a trip hazard for me..."

Example quote | Litter/Fly Tipping

"I really think the car park and communal bins area should have cctv in operation to prevent constant fly tipping and the bins being filled by non residents. The fly tipping is more than once a week and the bins get filled within hours of them being empty..."

APPENDIX

The Wordnerds Methodology

SENTIMENT

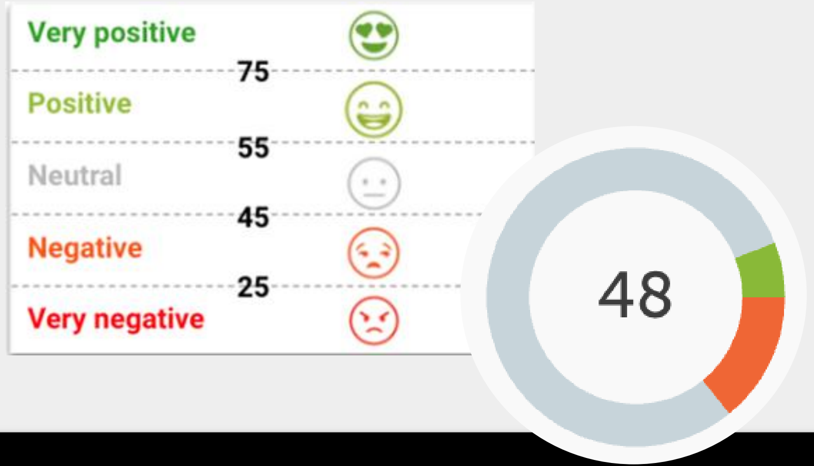
Defining how customers feel

Our Contextual Word Embedding Model was created by training an AI supercomputer to examine every aspect of a sentence - grammar, syntax, meaning of individual words, and how those words interact.

By looking for patterns in this data, and then patterns in those patterns, and so on, the platform has thousands of aspects of each sentence.

When building the model we ran millions of sentences, pre-tagged as positive or negative, through this process, so that the system learns what a positive and a negative sentence looks like.

This model has been effective - whilst it isn't perfect, we have seen a distinct improvement on leading NLP providers like Google NLP and IBM Watson, especially on complex issues like sarcasm. Find out more here



- ✓ Sentiment is scored on a scale of 0-100, and assigned at the sentence level, with each sentence given a probability of being within one of the five sentiment categories (from very negative to very positive)
- ✓ To get the sentiment for the whole post, the platform takes a mean average of the sentiment scores across the sentences
- ✓ To aggregate the sentiment across a data set we take a mean average of the scores of the individual posts included in your filtered data set and display it on the 0-100 scale
- ✓ No sentiment analysis can be 100% accurate (ours is more like 90-95%!) - and sentiment can be manually edited in the platform.

TOPICS

An organic view of customer concerns

The Wordnerds Topic algorithm uses probability, and the structure of the language, to establish how likely a fragment is to be interesting to you.

First, we put the data through an Artificial Intelligence that breaks down the grammar of the sentence, looking at the job each word is doing in the sentence, and how the words are interacting with one another.

We then find the words that are doing a job in the sentence that matters to the meaning.

We look at how the other words are interacting with these key words, finding the collections of words that are being used together more often than you would expect, given their overall use.

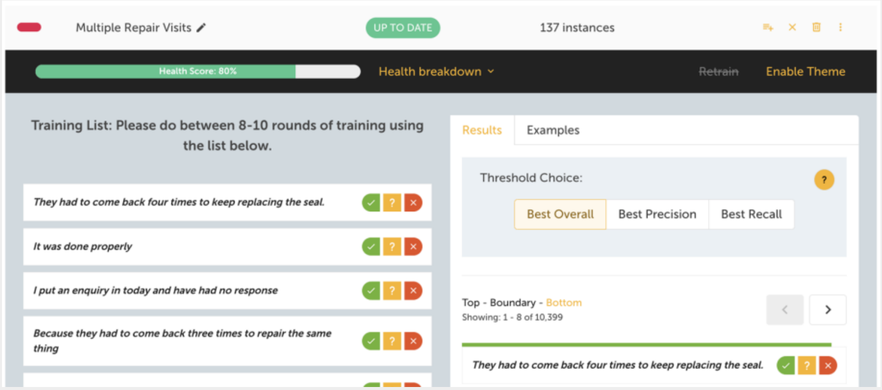
We then attach a sentiment score to these fragments, using another neural network to establish whether the context is positive or negative.

Finally we establish whether the fragment is used as part of a question.

- ✓ Topic analysis in the platform will show you common phrases used in your data set, and surface them for you
- ✓ Instantly available (no training or set up required), giving you a good feel of what your data says with no effort
- ✓ Use topics to find surprises in your data, and see what is emerging in a data set
- ✓ Spot polarising topics
- ✓ Use in conjunction with themes to get down to tangible insight
- ✓ Sentiment is assigned to each topic (calculated as the average sentiment of all sentences containing that topic)
- ✓ Automated clusters group individual topics that appear similar to each other
- ✓ Use topics to surface discussion you want to size and track over time by building a theme

THEMES

Categorising data your way



Themes allow you to group the things you care about to size issues and prioritise, and are a robust and consistent way to track changes over time, both in the volume of the conversation, and sentiment. Themes provide both a individual and category level of insight (a Theme Category is a group of themes together under one header).

Context themes

Trainable by you so that you have full control over what is in and out of the theme. Our context themes are great for when a customer could be describing something in lots of different ways, and the context is what is important.

Keyword themes

For when you want to find mentions of specific words, and there are limited ways a customer would speak about what you're looking for.

Upload themes

The meta data included in your uploads that enable you to slice the data in the ways you care about.

- ✓ Custom theme bank categorises your data into the groups you care about
- ✓ Full control of what is in or out of your theme, with full visibility on the training data used
- ✓ Theme health feature to show the effectiveness, and health, of your context themes (during training, and over time)
- ✓ Use different theme frameworks as a lens through which to see your data - e.g. customer effort
- ✓ Use the upload themes attached to your data uploads to slice the data in the way you want (product, geo, BU, segment, NPS score, etc.)
- ✓ Add new themes when you find a new topic you want to track

Agenda Item 6a

Bury Council

Report to	Housing Advisory Board
Date	25/06/2025
Agenda No. & Title	Voids and Allocation Report
Purpose of the Report	This report underscores the importance of proactive tenancy sustainment, targeted housing strategies for older tenants, and data-driven decision-making to ensure efficient housing operations and meet future demand.
Status	For information
Author	Simon Farnworth
Report Contact	Kimberley Partridge
Appendices	Housing Services Tenant Demographics
Background Documents	N/a
Recommendation/s	1. **Enhance succession planning** to reduce delays and void periods. 2. **Invest in accessible housing** and review allocation strategies for mobility-adapted and sheltered properties. 3. **Address bedsit challenges** through redesign, repurposing, or marketing, and review local lettings policies. 4. **Improve data quality** on tenant demographics to support strategic planning and equality monitoring. 5. **Continue reducing re-let times** by prioritizing high-demand property types and streamlining processes.
Corporate Plan Objective	☐X Satisfied Tenants ☐X Quality Homes ☐ United Communities
Risk Implications	The report highlights risks to service delivery, impact on sustainable tenancies, need for improved data quality and resource implications. These increase the likely of poor performance, increase turnover and potential breaches of GDPR and the Consumer Standards 2024.
Mitigations/Controls	Strategic actions include review of hard to let properties and continue to work through challenges of turnaround properties in within target. A Vulnerable Tenants Policy and digital inclusion initiatives are

Bury Council

	proposed.
Financial and Value for money implications	N/A
Regulatory/ governance and legal implications	The report supports compliance with Consumer Standards 2024. The strategical actions and the action tracker highlight the action we must take to comply.
Assets and Liabilities	N/A
Resource Implications	N/A
Customer Impact	The primary objective is to identify patterns in tenancy terminations to inform strategic planning, resource allocation, and service delivery improvements.
EDI Implications	This report does not have a negative impact from and EDI perspective but does help us to identify how we can be more representative of our tenant demographic.
Sustainability and Environmental Implications	There are no sustainability or environmental impacts of this report.
Privacy/Data Protection	All data used for this report has been anonymised
Colleague Impact	There are no impacts on colleagues.
Stakeholder Communications and Reputational Impact	There are no sustainability or environmental impacts of this report.
Next Steps	To monitor progress against the strategical aims and actions noted in the report.

Analysis (2019/20–
2024/25)

Purpose

This report provides a strategic overview of void trends in council-owned housing over six financial years, with a focus on tenancy terminations, demographic patterns, property types, and operational performance. It supports executive decision-making on housing strategy, resource allocation, and service improvement.

Key Highlights

Total voids decreased by 50%, from 526 in 2019/20 to 266 in 2024/25, indicating improved tenancy sustainment and operational efficiency.

Death of tenants remains the leading cause (31.5%), though numbers have declined significantly. Older tenants (63+) dominate this category, often single or widowed, with limited succession.

Flats (ground and upper) account for the majority of voids. Bedsits show persistent re-letting challenges due to low demand and compliance issues. Semi-detached houses and bungalows show reduced turnover, reflecting sustained tenancies.

Average re-let times improved from 74 to 55 days, with flats and bungalows performing best. Bedsits remain problematic, peaking at 418 days in 2021/22.

Tenant base is predominantly White British (84%). 48% unknown marital status limits demographic analysis. Data gaps hinder strategic planning and equality monitoring.

All five neighbourhood areas show convergence in turnover rates, with deceased-related voids declining across the borough.

General needs and mobility-adapted properties dominate voids, reflecting the aging population. Extra care and wheelchair-adapted properties show minimal turnover.

Strategic Implications

Succession Planning: Strengthen protocols and provide targeted support to reduce delays and void periods.

Accessible Housing Investment: Prioritize mobility-adapted and sheltered housing to meet future demand.

Bedsit Strategy: Redesign or repurpose low-demand units and review lettings policies to improve uptake.

Data Quality: Enhance demographic recording to support evidence-based planning and compliance.

Operational Focus: Continue reducing re-let times and monitor void trends by property type and needs category.

Voids and Allocations Report

Contents

Executive Summary

This report provides a comprehensive analysis of void trends in council-owned housing over the past six financial years (2019/20 to 2024/25), using data from the QL housing management system. The primary objective is to identify patterns in tenancy terminations to inform strategic planning, resource allocation, and service delivery improvements.

Key Findings

- **Decline in Void Numbers**: Total voids have decreased by approximately **50%**, from 526 in 2019/20 to 266 in 2024/25, indicating improved tenancy sustainment and reduced turnover.
- **Primary Cause – Deceased Tenants**: The most common reason for voids remains the **death of tenants**, accounting for **31.5%** of all cases. However, these have declined from 150 in 2019/20 to 82 in 2024/25, likely due to demographic shifts and improved succession planning.
- **Demographic Insights**:
  - Older tenants (aged **63+**) dominate deceased-related voids.
  - A significant proportion of deceased tenants were **single or widowed**, often without successors.
  - The tenant base is predominantly **White British (84%)**, with limited ethnic diversity and notable gaps in demographic data (e.g., 48% unknown marital status).
- **Property Types**:
  - **Flats** (ground and upper floor) account for the majority of voids, followed by **semi-detached houses** and **bungalows**.
  - **Bedsits** and **terraced houses** show lower but persistent turnover, with bedsits facing re-letting challenges due to low demand and compliance issues.
- **Re-let Times**:
  - Average re-let times for deceased-related voids have improved from **74 days in 2019/20 to 55 days in 2024/25**.
  - **Bedsits** have the longest re-let times, while **flats and bungalows** perform best due to high demand and better condition.
- **Neighbourhood Trends**:
  - All five neighbourhoods show a **decline in voids due to deceased tenants**, with convergence in turnover rates across areas by 2024/25.
- **Housing Needs**:
  - Most voids occurred in **general needs** and **mobility-adapted** properties, reflecting the aging tenant population.
  - **Sheltered housing** remains significant, while **extra care** and **wheelchair-adapted** properties show minimal turnover.

COVID-19 Impact

The pandemic temporarily altered void trends due to reduced mobility, delayed care transitions, and operational constraints. These effects are evident in the 2020–2022 data but are not indicative of long-term structural changes.

Recommendations

1. **Enhance succession planning** to reduce delays and void periods.
2. **Invest in accessible housing** and review allocation strategies for mobility-adapted and sheltered properties.
3. **Address bedsit challenges** through redesign, repurposing, or marketing, and review local lettings policies.
4. **Improve data quality** on tenant demographics to support strategic planning and equality monitoring.
5. **Continue reducing re-let times** by prioritizing high-demand property types and streamlining processes.

This report underscores the importance of proactive tenancy sustainment, targeted housing strategies for older tenants, and data-driven decision-making to ensure efficient housing operations and meet future demand.

Main Report

This report explores trends in council-owned properties that have become vacant over the past six years, using data extracted from our housing management system, QL.

We began by identifying all properties that entered void status during this period and examined the recorded reasons for tenancy termination. The table below presents a year-by-year breakdown of these reasons, along with the corresponding number of cases in each category.

The purpose of this analysis is to highlight any emerging patterns in tenancy turnover, with a particular focus on the most common reasons for properties becoming void. This insight will support strategic planning, resource allocation, and service improvement across housing operations.

Void Reason Over the Last Six Financial Years

Row Labels	2019 /2020	2020 /2021	2021 /2022	2022 /2023	2023 /2024	2024 /2025
Deceased	150	144	142	131	102	82
Waiting list transfer	66	40	48	46	34	38
Moved to nursing home	45	38	38	25	42	27
Moving nearer to family & friends	36	22	26	30	15	17
Moved in with family/friend	26	12	11	10	9	14
Refused to say	18	18	23	11	14	4
Moved to sheltered/Extra care	18	12	4	9	8	4
Medical needs	13	12	9	9	8	7
Use & Occupation	12	7	7	15	7	1
Eviction arrears	12	8	9	15	6	3
Moved to housing association	10	5	2	4	1	4
Do not like area	10	9	16	14	4	4
Other private rented	10	6	11	6	4	3
Domestic Violence	10	8	6	6	6	4
ASB	10	6	4	9	4	4
Abandoned	10	10	8	8	12	5
Fear of Crime	7	8	8	1	5	5
Imprisoned	7	3	7	8	9	7
Moving into Supported Accom	7	4	4	3	2	3
Property too small	6	4	8	5	3	5
Relationship breakdown	6	5	2		1	2
Bought own property	6	9	6	9	2	4
License prop no longer needed	5	5	8	4	8	3
Can not afford rent	4	4	2	2	3	2
Problems with neighbours	4	4	4	1	1	1
Assignment	4	3	2	4	1	4
Needs adapted property	3	2	1	1	2	
Abandoned before eviction	2	2	2			
Tenancy created in error	2	1		1		2
No notice, just handed keys in	2	3	2	2	2	
Other local authority rented	2	6	2	1	4	2
Succession	1			1		1
Downsizing due to bedroom tax	1	4	4	7	1	
Prop. in poor state of repair	1	2	4	1	2	1
Illegal Occupants		1				
Vandalism		1				
Racial Harassment				1		
Property too big		1		1	1	
Moving nearer to work		3			3	2
Temporary Accommodation		1	1	1		1
Mutual Exchange			1			
Grand Total	**526**	**433**	**432**	**402**	**326**	**266**

You will see that the overriding cause of tenancies ending each year is that the tenant has passed away. When we look at the four highest reasons overall, we see the following: -

1. Deceased 31.49%
2. Waiting List Transfer 11.40%
3. Moved to Nursing Home 9.01%
4. Moving Nearer to Family and Friends 6.12%

We have previously described that tenants of social housing tend to have an aging tenant demographic as Council tenancies are often held by older residents, meaning that a higher proportion of tenancies naturally end due to death. Consequently, “Deceased” has become a statistically dominant reason for council housing voids. See appendix

When a tenant dies, the tenancy does not always automatically end, unless there is a legal successor (e.g., spouse, partner, qualifying family member) eligible to take over the tenancy. If no one succeeds the tenancy, the estate must formally terminate it, which triggers the property becoming void. This can lead to an extended void turnaround time as probate and estate clearance - including rent arrears, council tax, utilities, and possessions - can take several weeks, during which the property remains empty. Succession assessments can also delay re-letting, particularly if eligibility is unclear or contested. As this is the highest cause of voids it may be prudent to develop more supported succession planning protocols with targeted advise available for families with older household members.

There are further implications for void management that become apparent for these properties that we will examine later.

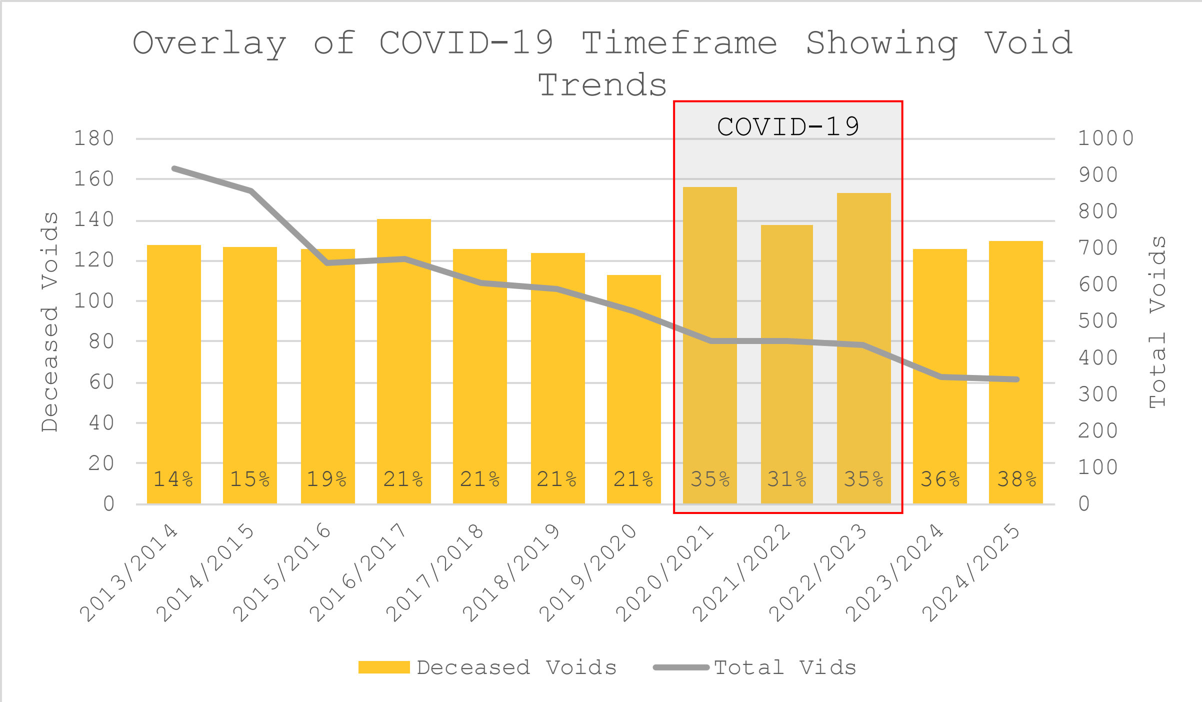
Note of Caution - Impact of COVID-19 on Void Trends

The COVID-19 pandemic had a notable impact on tenancy turnover and void trends. During the peak pandemic years (2020–2022), several factors contributed to changes in tenant behaviour and housing operations:

Reduced mobility and relocation: Lockdowns and travel restrictions led to fewer tenants moving for reasons such as proximity to family, employment, or dissatisfaction with the area. Delays in care transitions: Moves to nursing homes or supported accommodation were affected by health concerns and service disruptions, resulting in lower numbers in these categories.

Increased tenancy sustainment: Economic uncertainty and public health guidance encouraged tenants to remain in place, contributing to a temporary decline in overall void numbers.

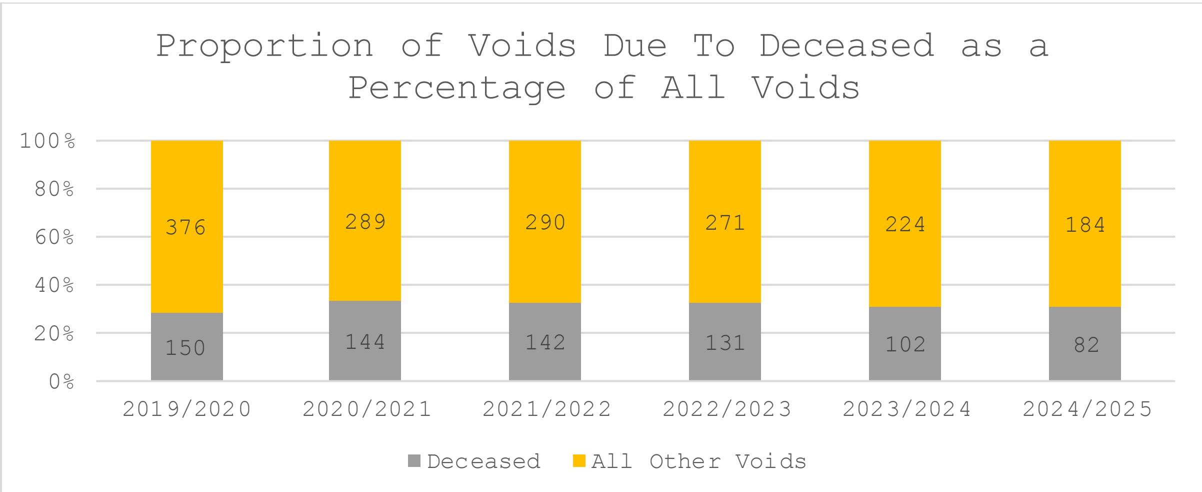
Operational constraints: Housing services faced challenges in processing voids due to staffing limitations, safety protocols, and access restrictions, which may have extended void durations.
These pandemic-related factors should be considered when interpreting trends from this period, as they represent a temporary shift in housing dynamics rather than long-term structural changes.



Series labels in the chart above show the voids due to deceased as a percentage of all voids

Trend Analysis

The most consistently reported reason for properties becoming void is the death of the tenant, accounting for approximately 30% of all cases each year. Although this category remains the highest, the number of deceased-related voids has steadily declined from 150 in 2019/20 to 82 in 2024/25. This trend may reflect a gradually reducing older tenant population, improved succession planning, or the availability of alternative housing pathways. The chart below shows a breakdown of voids due to deceased by the five neighbourhoods



Data labels show actual number of cases; percentages can be read from the left vertical axis.

Waiting list transfers represent the second most common reason for voids. While figures fluctuate, there is a general downward trend from 66 cases in 2019/20 to 38 in 2024/25. This could suggest fewer internal moves or more effective matching during the allocation process.

Moves to nursing homes have also declined, from 45 to 27 over the same period. This may overlap with the Deceased category or indicate better support for tenants to remain in their homes.

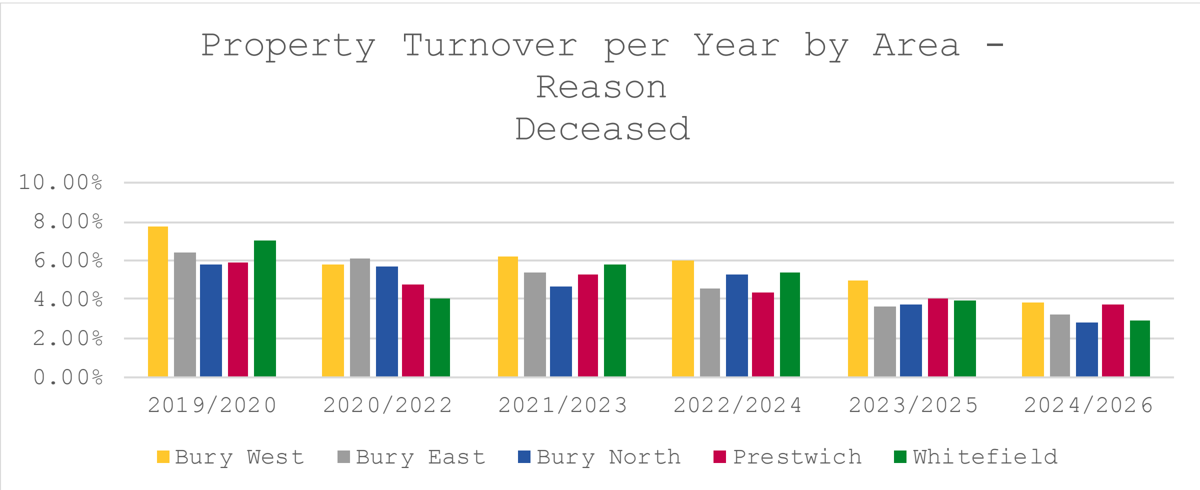
Family-related moves—such as relocating nearer to family and moving in with family or friends—have decreased, potentially due to cost-of-living pressures or reduced mobility.

Void reasons such as eviction due to arrears and abandonment remain low but consistent, with no significant spikes, suggesting stable tenancy sustainment.

Less frequent categories, including fear of crime, anti-social behaviour (ASB), domestic violence, and medical needs, are present but not dominant. Reasons like buying a property or dissatisfaction with the area are also low, possibly reflecting affordability challenges.

Overall, the total number of voids has decreased by approximately 50% over the six-year period. This suggests improved tenancy sustainment, fewer transfers, and potentially reduced turnover due to broader housing pressures.

Neighbourhood area breakdown



This chart illustrates percentage turnover across five areas: Bury West, Bury East, Bury North, Prestwich, and Whitefield. Turnover is measured by calculating the number of voids in relationship to the total number of properties in that area. In this way we can compare areas with differing numbers of properties by how many have become void.

Trend analysis

- Overall Decline: All areas show a downward trend in turnover due to deceased tenants from 2019/20 to 2024/26, aligning with the overall reduction in voids.
- Highest Initial Rates: Bury West consistently recorded the highest turnover at around 8% in 2019/21, gradually falling to approximately 4% by 2024/26.
- Whitefield Variation: Whitefield started high (around 7%) but experienced a sharper decline, reaching below 3% by the final period.
- Convergence of Areas: By 2024/26, all areas cluster between 3% and 4%, indicating a levelling effect across the borough.

- Possible Drivers: The decline may reflect demographic changes, reduced mortality rates post-pandemic, and improved succession or housing support strategies.

This area-based insight reinforces the borough-wide trend of decreasing voids due to deceased tenants and highlights the need for localized planning to address future housing demands.

Tenant Sustainment Strategy – an operational perspective

In 2023, we launched the Tenant Sustainment Strategy, placing a greater emphasis on providing dedicated, proactive support for our tenants. We recognised that tenancy sustainment is fundamental to ensuring housing stability and improving outcomes for individuals and families. By helping tenants maintain their homes, we prevent eviction and homelessness, which in turn promotes better physical and mental wellbeing.

Our approach focuses on enabling tenants to access the right support at the right time—whether that involves financial advice, health services, or assistance with daily living. This holistic support empowers tenants to live independently and with confidence.

From a service perspective, tenancy sustainment delivers significant operational benefits. It reduces rent arrears, legal costs, and the number of void properties. By intervening early and working proactively, we minimise the need for crisis responses and ensure that preventative measures are embedded within our processes.

Over the past 12 months, we have observed a reduction in the number of cases recorded. While this is encouraging, we are committed to ensuring that the support provided is accurately reflected in our data and that this offer continues to be fully embedded within the team. Continuous monitoring and improvement will remain a priority to maintain the positive impact of this strategy.

Overall Pattern

We wanted to understand if there was an effect on the Void reasons, particularly those due to deceased so we went back to the data and produced the same report for pre and post covid timeframes, both periods show that older age groups dominate deceased-related voids, but there are notable shifts in distribution and trends.

Pre COVID-19

Age group	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
93+	12	8	8	10	5	4
83-92	39	30	28	37	29	30
73-82	30	31	41	35	35	24
63-72	18	29	20	24	25	30
53-62	10	16	12	17	19	16
43-52	9	10	13	13	10	13
33-42	7	1	1	2	0	6
23-32	0	1	1	1	1	0
<23	0	0	0	0	1	0

Pre-COVID (2013–2019)

- The 83–92 age group consistently recorded the highest numbers, ranging from 28 to 39 cases annually.
- The 73–82 age group was also significant, peaking at 41 cases in 2015/2016 and remaining above 30 in most years.
- The 63–72 age group fluctuated between 18 and 30 cases, while the 53–62 group ranged from 10 to 19 cases.
- Tenants under 43 years accounted for very few cases, with under-33 groups almost negligible.
- Overall trend: Stability in older cohorts with slight growth in mid-older groups (73–82), reflecting an aging tenant base.

Post COVID-19

Age group	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
93+	7	8	7	6	6	6
83-92	26	28	24	28	19	17
73-82	44	36	44	32	28	18
63-72	32	29	28	26	21	14
53-62	19	21	18	17	16	16
43-52	13	16	12	13	7	6
33-42	5	5	7	7	1	3
23-32	2	1	2	2	4	1
<23	1					1

During and post-COVID (2019–2025)

- The 73–82 age group became the dominant category, peaking at 44 cases in 2019/2020 and 2021/2022 before declining sharply to 18 cases by 2024/2025.
- The 83–92 age group remained high but slightly lower than pre-COVID levels, ranging from 24 to 28 cases early on and falling to 17 later.
- The 63–72 group continued to be significant but declined from 32 cases to 14 over the period.
- Younger groups under 43 remained minimal, though slightly more visible than pre-COVID (e.g., 33–42 years reached up to 7 cases).
- Overall trend: A sharp decline across all older groups after 2021/2022, aligning with the overall reduction in voids and possibly reflecting demographic changes and pandemic-related impacts.

Key Insights

- Pre-COVID patterns show stability and gradual growth in older cohorts, while post-COVID trends reveal an initial spike followed by a marked decline.
- Mortality-related voids remain concentrated among tenants aged 63+, but the pandemic period introduced volatility and accelerated reductions in later years.
- Younger age groups continue to have negligible impact, reinforcing the need for housing strategies focused on older tenants and succession planning.

Other Demographics

Marital Status

Marital status	Numbers	Percentage
Unknown	368	47.98%
Single	181	23.60%
Divorced	78	10.17%
Widowed	77	10.04%
Married/Civil Partnership	32	4.17%
Separated	20	2.61%
Prefer not to say	8	1.04%
Cohabiting	2	0.26%
Living with partner	1	0.13%

Analysis reveals that nearly half of records (48%) have an unknown marital status, highlighting a data quality gap which we aim to address with the data cleanse and refresh exercise.

Among known cases:

Single tenants represent the largest proportion (24%), followed by widowed (10%) and divorced (10%). Married or in civil partnerships account for only 4%, and other categories such as separated or cohabiting are minimal. This suggests that many deceased tenants lived alone, which may have implications for succession planning and support services.

Ethnicity

Ethnicity	Numbers	Percentage
White British	645	84.09%
Unknown	67	8.74%
White Irish	17	2.22%
White Other	14	1.83%
Pakistani	5	0.65%
Black African	4	0.52%
Other	4	0.52%
Refused to answer	4	0.52%
Indian	2	0.26%
Black Caribbean	1	0.13%
Chinese	1	0.13%
Mixed White Black African	1	0.13%
Mixed White Other	1	0.13%
White European	1	0.13%

The tenant base is predominantly White British (84%), with small proportions of White Irish (2%), White Other (1.8%), and minority ethnic groups collectively representing less than 7%.
An 8.7% “unknown” category again indicates incomplete demographic data. The limited diversity reflects the historical composition of the housing stock and local population.

Key Insights

Deceased-related voids primarily involve older, single tenants, often without immediate successors. Data gaps in marital status and ethnicity amongst other categories, reduce the ability to fully understand demographic patterns. Operationally, these findings underline the importance of targeted support for older tenants and improved data collection to inform future housing strategies.

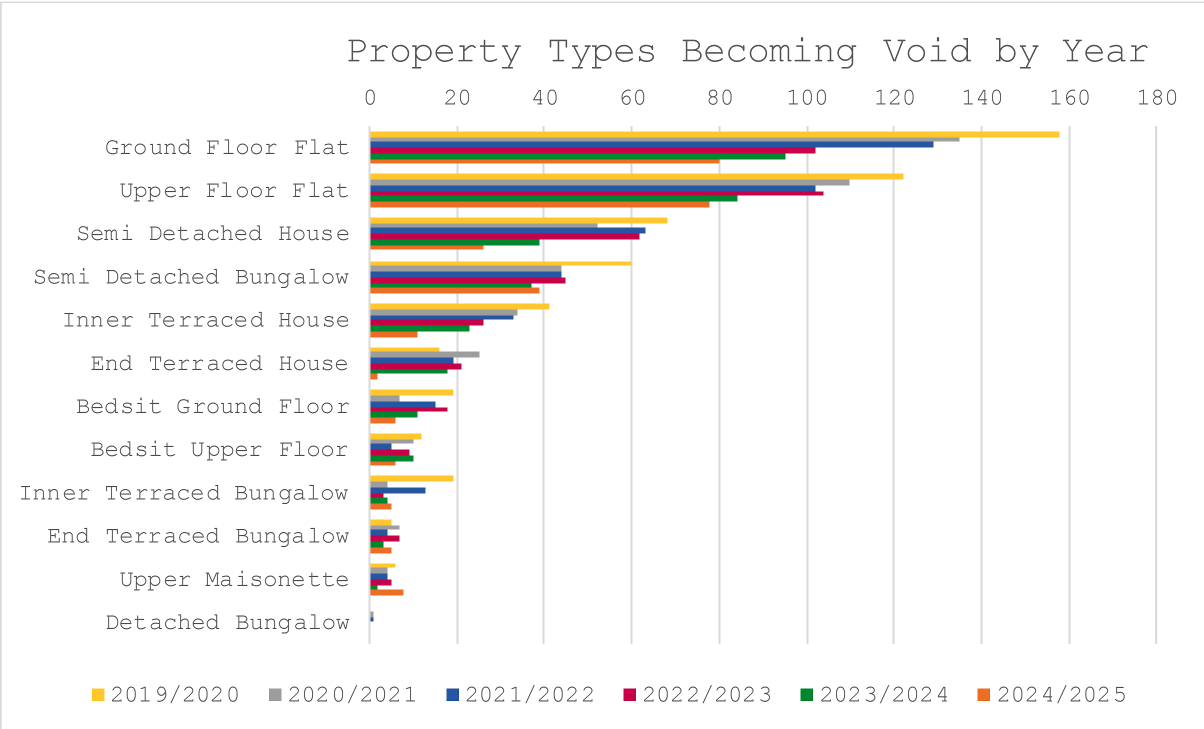
Property types becoming void

Overview

The data shows the number of properties becoming void by type over six financial years. Flats dominate void activity, followed by semi-detached houses and bungalows, with terraced houses and bedsits contributing smaller numbers. For the purpose of this analysis we have combined Upper and Lower flats full details can be seen in the table and chart below.

Property Type	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Ground Floor Flat	158	135	129	102	95	80
Upper Floor Flat	122	110	102	104	84	78
Semi Detached House	68	52	63	62	39	26
Semi Detached Bungalow	60	44	44	45	37	39
Inner Terraced House	41	34	33	26	23	11

End Terraced House	16	25	19	21	18	2
Bedsit Ground Floor	19	7	15	18	11	6
Bedsit Upper Floor	12	10	5	9	10	6
Inner Terraced Bungalow	19	4	13	3	4	5
End Terraced Bungalow	5	7	4	7	3	5
Upper Maisonette	6	4	4	5	2	8
Detached Bungalow		1	1			



Combined Flats (Ground and Upper Floors)

Although numbers decline steadily, flats remain the most significant property type for voids, reflecting their association with older or single tenants.

Semi-Detached Houses and Bungalows

Semi-detached houses show a downward trend from 68 cases to 26, while semi-detached bungalows remain relatively stable, ranging from 60 to 39 cases. These property types are often linked to family households and older tenants, suggesting reduced turnover and sustained demand for accessible homes.

Terraced Houses

Inner terraced houses decline from 41 to 11 cases, and end terraced houses drop sharply from 16 to just 2 cases by 2024/2025. This indicates reduced movement in traditional housing stock, possibly due to affordability pressures or long-term tenancy sustainment.

Bedsits and Other Types

Bedsits and smaller units show low but persistent turnover, with minor fluctuations. Terraced bungalows and maisonettes remain minimal, and detached bungalows appear only in isolated years, indicating rarity in the stock.

Overall Trend

All property types show a decline in void numbers over the six-year period, consistent with the overall reduction in turnover. Flats dominate void activity, followed by semi-detached houses and bungalows, while terraced houses and bedsits contribute smaller proportions.

Implications

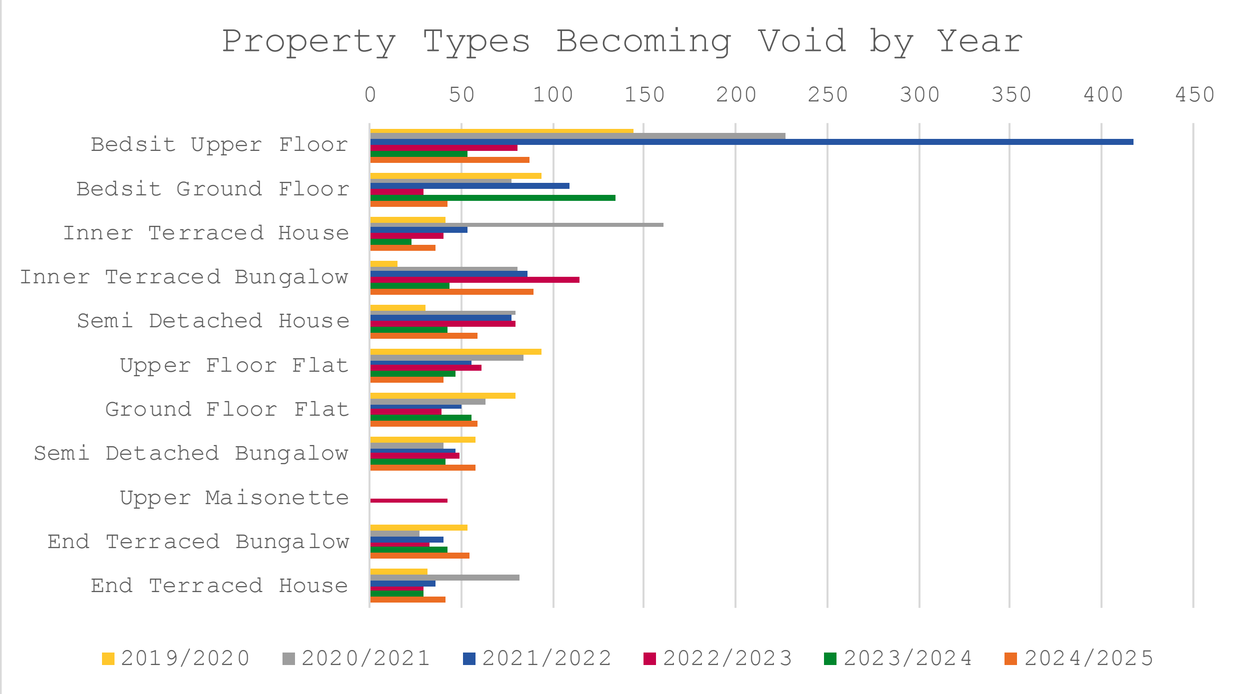
- Flats require targeted management strategies as they account for the majority of voids.
- The decline in family-sized homes suggests improved tenancy sustainment or reduced mobility among households.
- Bedsits and smaller units, while fewer in number, indicate ongoing demand from single-person households.

Re-let Times

Overview

The table shows the average number of days taken to re-let properties that became void following the death of the tenant. Across all property types, the overall average has improved significantly, falling from 74 days in 2019/2020 to 55 days in 2024/2025. This indicates better turnaround performance for deceased-related voids.

Row Labels	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Bedsit Upper Floor	145	227	418	80	54	87
Bedsit Ground Floor	94	77	110	29	134	43
Inner Terraced House	41	160	54	40	23	36
Inner Terraced Bungalow	15	81	87	115	44	90
Semi Detached House	30	80	78	80	43	59
Upper Floor Flat	94	85	56	61	47	40
Ground Floor Flat	80	64	51	39	56	59
Semi Detached Bungalow	58	40	47	49	41	58
Upper Maisonette				43		
End Terraced Bungalow	54	27	40	33	43	55
End Terraced House	31	82	36	29	29	42



Key Findings

1. Overall Trend
   - The grand total average dropped from 74 days in 2019/2020 to 51 days in 2023/2024, before a slight increase to 55 days in 2024/2025.
   - This represents a 26% improvement over six years, suggesting enhanced operational efficiency in managing deceased-related voids.
2. Property Types with Longest Re-let Times
   - Bedsit Upper Floor stands out with extremely high averages, peaking at 418 days in 2021/2022 and averaging 175 days overall. These will be hard to let in sheltered schemes we had a number of schemes we were not letting due to compliance works needed with the schemes. When these came back into our stock to let due to the backlog and low demand these took some time to let. The team have worked hard over the past few years to reduce the number of voids and this is seen within the data.
   - Bedsit Ground Floor also shows variability, with a spike to 134 days in 2023/2024. These will have been affected in the same way as the upper floor bedsits.
   - These figures indicate persistent challenges in re-letting bedsits, possibly due to low demand or suitability issues.
3. Property Types with Shortest Re-let Times
   - Ground Floor Flats and Semi-Detached Bungalows consistently perform well, averaging 58 and 48 days respectively.
   - These property types show steady improvement, reflecting properties coming back in good condition and effective allocation processes. High demand for these properties due to those waiting for accessibility properties
4. Volatility in Certain Categories
   - Inner Terraced Houses and Inner Terraced Bungalows show large fluctuations, with Inner Terraced House reaching 160 days in 2020/2021 these may have been on hold due to covid) before stabilizing at 36 days in 2024/2025.

- Such variability may relate to location-specific demand or property condition.

Implications

- Bedsits require targeted strategies to reduce void periods, such as redesign, repurposing, or marketing initiatives. Work is ongoing to review the low demand schemes and to try and increase interest including removing the local lettings policy where needed to allow us to allocate to those under 55 with high housing need such as homeless applicants.
- Flats and bungalows remain high-demand and should continue to be prioritized for quick turnaround.
- Monitoring terraced properties for condition and demand factors could help reduce volatility.

Property Needs Category

Overview

The data illustrates the types of housing needs associated with properties that became void following the death of a tenant. It highlights which categories are most affected and how trends have evolved over six financial years.

Key Findings

1. General Needs
    - This category consistently accounts for the largest share of deceased-related voids, starting at 71 cases in 2019/2020 and declining to 28 by 2024/2025.
    - The steady reduction mirrors the overall decline in voids and suggests fewer deaths among tenants in standard housing stock.
2. Suit for Poor Mobility
    - Significant throughout the period, peaking at 57 cases in 2020/2021 and gradually reducing to 31 by 2024/2025.
    - This indicates that a substantial proportion of deceased tenants lived in properties adapted for limited mobility, reflecting the older age profile of tenants.
3. Sheltered Housing
    - Numbers fluctuate but remain notable, ranging from 21 to 35 cases early on and falling to 18 by 2024/2025.
    - This confirms that sheltered schemes continue to house vulnerable older tenants, though overall turnover is declining.
4. Extra Care Schemes
    - Very low numbers, with a peak of 8 cases in 2021/2022 and only 2 cases by 2024/2025.
    - Suggests limited stock or strong tenancy sustainment in these schemes.
5. Furnished Properties
    - Minimal impact, with 1–4 cases annually.
    - Indicates that furnished units are not a major component of deceased-related voids.
6. Fully Wheelchair Adapted Properties
    - Consistently very low, with 2–4 cases per year.

- Reflects the small proportion of highly adapted properties in the stock.

Overall Trend

All categories show a downward trend over the six-year period, consistent with the overall reduction in deceased-related voids. General Needs properties dominate, followed by homes adapted for poor mobility and sheltered housing. Extra Care, furnished, and fully wheelchair-adapted properties contribute only marginally.

Implications

- The high proportion of voids in mobility-adapted and sheltered housing highlights the need for ongoing investment in accessible homes for older tenants.
- Declining numbers suggest demographic changes and improved tenancy sustainment, but succession planning remains critical for these property types.
- Low turnover in Extra Care and wheelchair-adapted properties may indicate strong demand and limited availability, requiring careful allocation management.

One other factor should be noted when analysing the needs categories of the properties coming back into use after a void is that if there are any adaptations to the property it will be part of an assessment by an Occupational Therapist (OT) which could lead to a further delay in re-letting the properties as housing services can only access the services of one OT at the moment.

Conclusion and Action Points

This analysis confirms that the most significant driver of void properties is the death of tenants, accounting for around 30% of all cases over the review period. While this remains the dominant reason, the number of deceased-related voids has steadily declined, reflecting demographic changes, improved tenancy sustainment, and possibly enhanced succession planning. Overall void numbers have reduced by approximately 50% in six years, indicating positive progress in housing stability.

Key findings include:

- Older age groups (63+) dominate deceased-related voids, with the 73–82 cohort most affected post-COVID.
- Flats, particularly ground and upper floor, represent the largest share of void properties, followed by semi-detached houses and bungalows.
- Properties adapted for poor mobility and sheltered housing feature prominently among deceased-related voids, underlining the link between aging tenants and specialist housing needs.
- Re-let times have improved overall, but bedsits and some terraced properties remain challenging to let, often due to low demand or compliance delays.
- Data gaps in marital status and ethnicity highlight the need for better demographic recording to inform future planning.

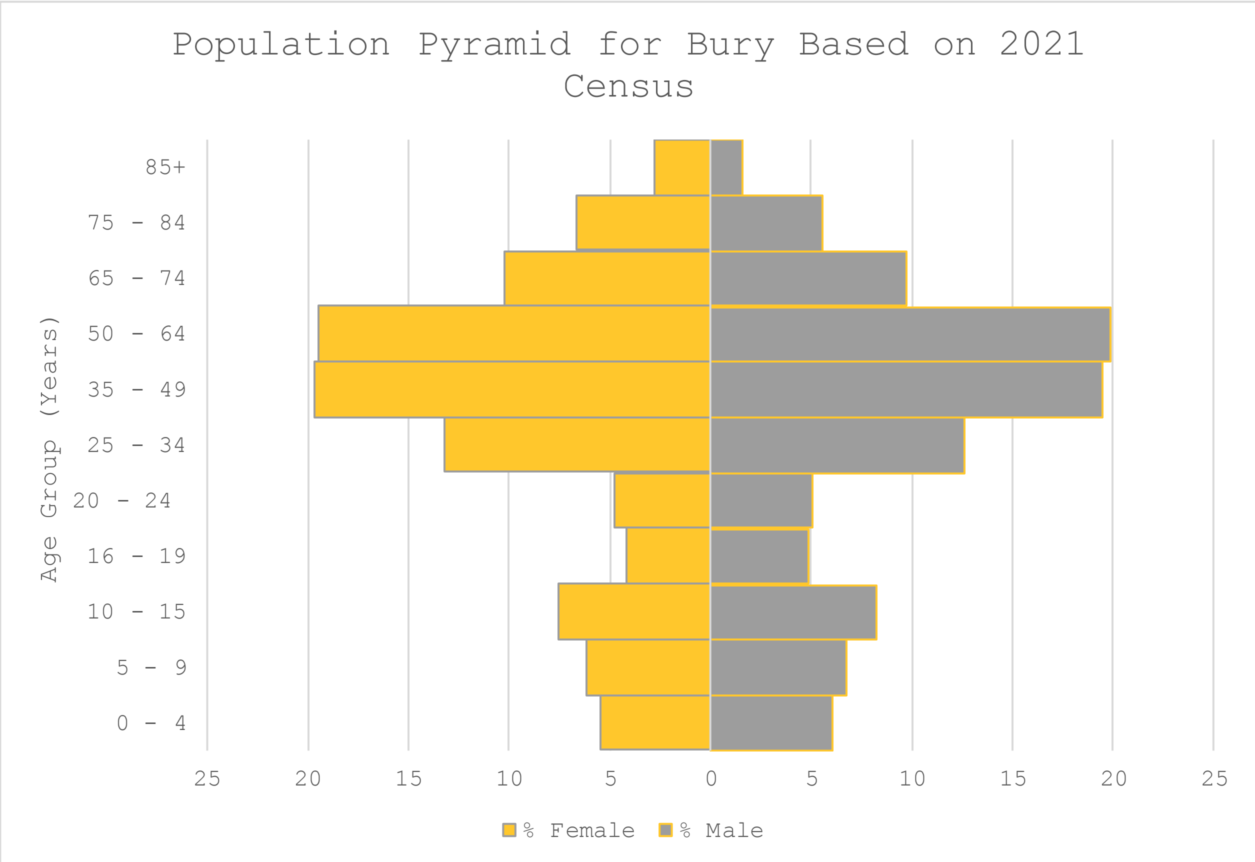
Action Points:

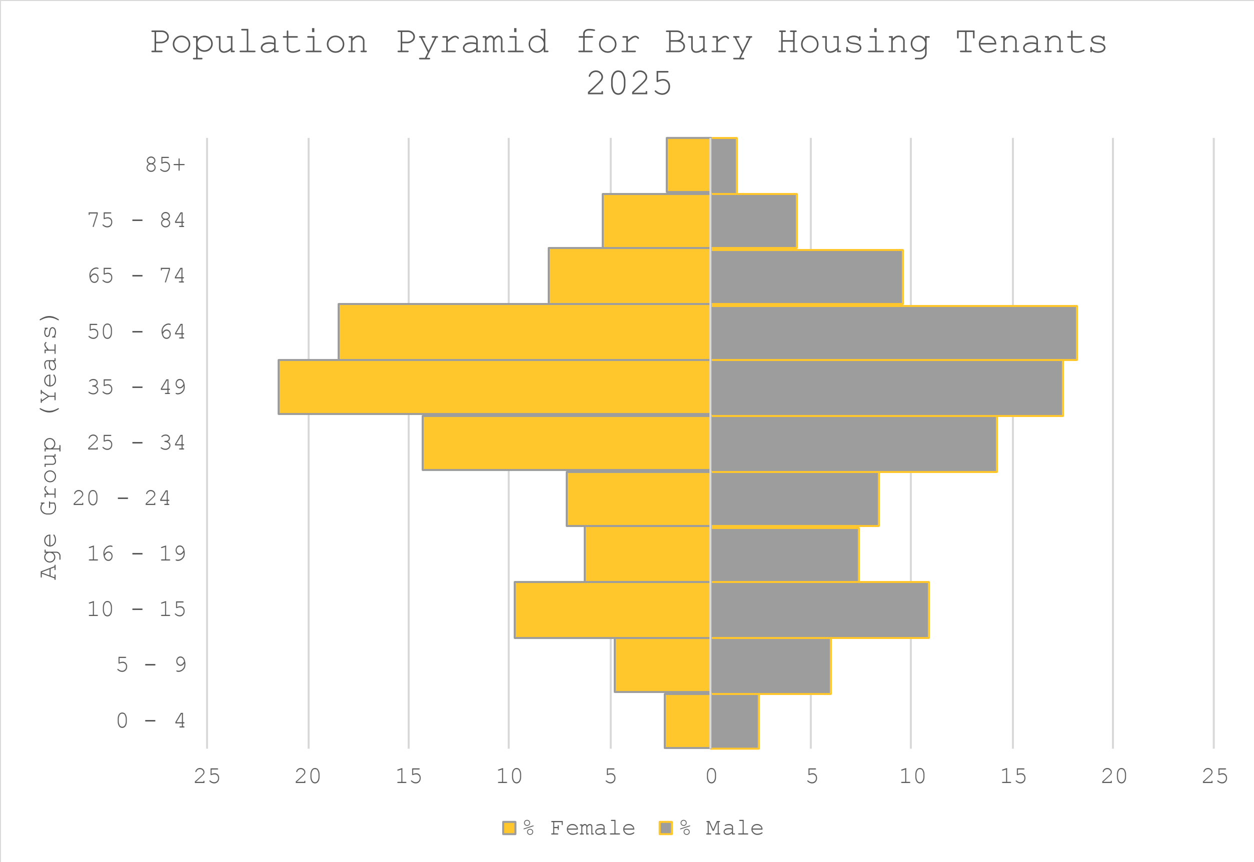
1. Strengthen succession planning protocols and provide targeted advice for families of older tenants to reduce delays and void periods.
2. Continue investment in accessible housing and review allocation strategies for mobility-adapted and sheltered properties.
3. Address persistent challenges in letting bedsits through redesign, repurposing, or marketing initiatives, and review local lettings policies where appropriate.
4. Maintain focus on reducing re-let times by prioritizing high-demand property types and improving processes for properties requiring adaptations.
5. Enhance data quality on tenant demographics to support evidence-based decision-making and equality monitoring.
6. Monitor void trends by property type and needs category to ensure resources align with demand and strategic priorities.

Comparison of Population Pyramid Charts of The Borough of Bury and Tenants of Social Housing Within The Borough

A population pyramid is a graphical representation that shows the distribution of a population by age and sex. It typically consists of two back-to-back bar charts—one for males and one for females—arranged by age groups, usually in five-year intervals. The youngest age group is at the bottom, and the oldest at the top.

This comparison is an attempt to test the validity of data held on social housing tenants. While we hold a substantial amount of data on tenants, assessing whether our services are truly representative of their needs requires careful consideration of both the quality and completeness of that data.





Population Pyramid Analysis

The population pyramids reveal a strong alignment between the age distribution of tenants in council housing and that of the overall Borough population. While we are unable to isolate council tenants within the census data, the housing population represents a subset of the wider Borough demographic.

However, two notable differences emerge between the two pyramids:

1. Underrepresentation of Young Children (Ages 0–4): There are significantly fewer children aged 0–4 living in council housing—around 50% fewer—compared to the Borough overall. This trend is consistent across both male and female groups.
2. Overrepresentation of Young Adults (Ages 20–24): In contrast, the 20–24 age group is more prevalent in council housing than in the general Borough population, indicating a higher concentration of young adults in social housing.

Proposition 1: - Children in the age group 0-4 year olds are underrepresented in social housing in Bury.

Evidence: -

There is limited publicly available data that directly breaks down council or social housing occupancy by specific age groups such as 0–4 year olds. However, based on broader demographic and housing data, we can draw some informed insights:

1. Social Housing Tenants Tend to Be Older
   The social housing sector in England is disproportionately occupied by older adults. Households headed by someone aged 65+ are significantly more likely to live in social housing than younger households. This skews the overall age distribution toward older age groups.[i]
2. Families with Children Are Present but Not Dominant
   Lone parent households and families with dependent children do have higher representation in social housing compared to other family types. However, this doesn't necessarily mean that children aged 0–4 are proportionally represented. The data often aggregates children under 16, making it difficult to isolate the youngest age group[ii]
3. Housing Allocation Prioritises Need, Not Age
   Council housing allocation is based on need—such as homelessness, overcrowding, or medical conditions—not age. While families with young children may qualify for priority, there's no specific mechanism that ensures representation of 0–4 year olds.[iii]
4. Low-Income Families with Young Children Are at Risk
   Data from the Department for Work and Pensions shows that children under 16—especially in areas like Pendle (North West)—are disproportionately affected by low income and poor housing conditions. However, many of these children may live in private rented or temporary accommodation rather than council housing.[iv]
5. Housing Conditions for Young Children Are Often Poor
   Around 1.5 million children live in homes that fail to meet the decent homes standard, and children are more likely than other age groups to live in damp or mouldy conditions. This suggests a gap in suitable housing provision for young children, which may include underrepresentation in council housing[v]

If we take a closer look at the Greater Manchester area based on the latest available data we can form the following conclusions about the representation of 0–4 year olds in council housing in Bury: -

1. Under-5 Population in Bury
   According to the Bury Joint Strategic Needs Assessment, there are approximately 11,157 children aged 0–4 in Bury, making up 5.8% of the total population. This figure is in line with the 2021 Census data used to create the borough population pyramid above.
2. Council Housing Demand and Occupancy

   - Bury Council has 3,035 applications on its housing register. Of these:

    - 799 require a two-bedroom property
    - 565 require a three-bedroom property
    - These are the most likely to be suitable for families with young children.
- There are 179 families with a total of 369 children currently in temporary accommodation in Bury. However, this figure includes all children, not just those aged 0–4[vi]

3. Regional Trends
Across Greater Manchester, the number of children aged 0–4 decreased by 4.3% between 2011 and 2021, despite an overall increase in the population of children and young people. [vii]

4. This decline may reflect broader demographic shifts, such as falling birth rates or migration patterns, which could influence housing demand for families with very young children.

Proposition 2: - young adults in the age group 20-24 are overrepresented in social housing in Bury.

Evidence: -

The Bury Housing Needs and Demand Assessment (HNDA) from August 2020 provides detailed insights into housing needs across different age groups and household types in the borough. Here's what it reveals in relation to young adults aged 20–24:-

1. Household Formation Trends
Young adults (especially those aged 20–24) are part of the age group most likely to form new households, but many face affordability barriers.
The assessment notes that younger single-person households and young families are among those with the highest need for affordable housing.

2. Tenure Preferences and Constraints
Many young adults prefer private renting or owner occupation but are constrained by income, leading to increased demand for social housing.
The report highlights that social housing is often the only viable option for young adults on low incomes or those experiencing housing insecurity.

3. Demographic Pressure

The 20–24 age group is not the largest demographic in Bury, but they are disproportionately affected by housing affordability, which may lead to overrepresentation in social housing applications relative to their population share.

4. Specific Needs

   Young adults leaving care, experiencing homelessness, or with support needs are identified as priority groups for social housing.
   The assessment includes projections showing continued demand from younger age groups, especially in areas with higher deprivation.

Interpretation

Families with Young Children in Council Housing

While it's evident that families with children are present in both council housing and temporary accommodation, there is a lack of granular data identifying how many of those children are aged 0–4. This absence of specific age breakdowns makes it difficult to assess the extent to which the youngest children are represented in social housing.

However, two key indicators suggest that children aged 0–4 may be underrepresented relative to their housing needs:

- Declining Proportion of Under-5s in the General Population:
  National and local demographic trends show a gradual decline in the proportion of children under five. This could reflect broader societal shifts such as lower birth rates, delayed family formation, or migration patterns. In the context of council housing, it may also indicate that fewer young families are accessing or being allocated social housing.
- Lack of Targeted Housing Data for This Age Group:
  The absence of detailed housing data focused on the 0–4 age group limits our ability to understand their living conditions and housing outcomes. Without this data, it's challenging to identify whether their needs are being met or if they are disproportionately affected by issues such as overcrowding, poor housing quality, or insecure tenancies.

This potential underrepresentation is particularly concerning given the vulnerability of young children to the impacts of poor housing. Children in the 0–4 age range are at a critical stage of physical and cognitive development, and exposure to inadequate housing—such as damp, cold, or overcrowded conditions—can have long-term consequences for their health and wellbeing.

Addressing this gap in data and representation is essential for ensuring that housing policy and service provision are responsive to the needs of young families. Improved data collection, targeted support, and early intervention strategies could help ensure that the youngest residents in council housing receive the safe, stable environments they need to thrive.

Young Adults and Social Housing Demand

While the Housing Needs and Demand Assessment (HNDA) does not explicitly state that individuals aged 20–24 are overrepresented in social housing, the available evidence strongly suggests that this age group faces heightened housing challenges. Affordability constraints, limited access to private rental markets, and barriers to home ownership contribute to a disproportionate level of housing need among young adults.

This age group is often at a transitional life stage—leaving education, entering the workforce, or moving out of family homes—yet they frequently lack the financial stability or income required to secure housing independently. As a result, many turn to social housing as one of the few viable options available to them.

The overrepresentation of 20–24-year-olds in social housing applications may also reflect broader socioeconomic trends, such as rising rental costs, stagnant wages, and limited availability of affordable housing in the private sector. These factors combine to create a situation where young adults are more likely to seek support through council housing, even if they are not yet fully captured in tenancy data.

Understanding this dynamic is crucial for future housing strategy and service planning. It highlights the importance of targeted interventions—such as affordable housing schemes, supported accommodation, and employment support—that can help young adults transition successfully into stable housing and independent living.

Confidence in Tenant Data and Service Representation

In wider reflection, we can be reasonably confident that the data we hold on our tenants is valid and meaningful. The demographic profile of our tenant population closely mirrors that of the wider Borough, and where differences do exist, there is strong evidence to explain and understand the reasons behind them. This suggests that the data is not only accurate but also contextually reliable.

While our current analysis focuses on one facet of tenant demographics—such as age distribution—the fact that this data aligns well with broader population trends gives us confidence in the integrity of other data collected at the same time. It's reasonable to assume that if one aspect of the dataset is robust, other facets (e.g.

household composition, income levels, or support needs) are likely to be similarly reliable, provided they are collected consistently and systematically.

This underscores the importance of **ongoing data collection and maintenance**. Regular updates ensure that our understanding of tenant needs remains current and that our services continue to be representative and responsive. As tenant demographics evolve, so too must our data systems and analytical approaches, enabling us to adapt services accordingly and maintain equity in provision.

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[i] https://www.ageuk.org.uk/siteassets/documents/reports-and-publications/reports-and-briefings/safe-at-home/building-for-an-ageing-population-november-2024.pdf

[ii] https://www.ons.gov.uk/peoplepopulationandcommunity/housing/articles/householdcharacteristicsbytenureenglandandwales/census2021

[iii] https://contend.legal/housing/council-housing/council-housing-eligibility/

[iv] https://www.gov.uk/government/statistics/children-in-low-income-families-local-area-statistics-2014-to-2024/children-in-low-income-families-local-area-statistics-financial-year-ending-2024

[v] https://www.if.org.uk/2024/07/30/the-number-of-children-living-in-below-minimum-standard-housing-is-an-intergenerational-unfairness/

[vi] https://www.bury.gov.uk/housing/housing-demand

[vii] https://www.greatermanchester-ca.gov.uk/media/9833/census-2021-briefing-children-and-young-people.pdf

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Classification: Open	Decision Type: Key

Report to:	Cabinet	**Date:** 15 January 2026
Subject:	Extra Care Housing Strategy	
Report of	Cabinet Member for Adult Care, Health and Public Service Reform	

Summary

The term 'extra care' housing is used to describe developments that comprise of self-contained homes with design features and support services available to enable self-care and independent living, it comes in a variety of forms, and services may be designed by councils to meet the needs, demand and aspirations of their local communities.

Properties should be designed and built to standards that mean should a person's needs increase overtime then aids and adaptations can be installed at their property and care and support provided to ensure their needs can be met.

Extra care housing schemes are designed for people with a range of care needs, ensuring a balanced mix from low, medium to high, in addition schemes may accept older people with no care needs who wish to plan for their future.

This housing model is particularly attractive to older people because it allows them to maintain their independence while having access to the care and support services they may need as they age.

From an Adult Social Care perspective, we recognise that we must create a range of housing options for older people who need support to live well in their communities, to enable them to retain their independence and exercise choice and control for as long as they are able to do so.

The Community Commissioning Division has produced this strategy to outline to our partners and housing providers:

- The strategic context in which we are working
- The current 'extra care' housing market in Bury
- Our commissioning priorities for extra care housing from 2026 to 2036

Recommendation(s)

1. Approve the Extra Care Housing Strategy and agree that the ownership for delivery will sit with Bury Council's Extra Care Housing Working Group

Reasons for recommendation(s)

It is recognised that most people who have care and support needs now, or in the future, wish to be supported in their own home, or a home that can better meet their needs. Increasing the supply of extra care housing in Bury is key to preventing and avoiding admissions to residential care and hospitals and this in turn contributes to our prevention agenda.

Alternative options considered and rejected

Should the Council decide not to proceed with the Extra Care Housing Strategy and do nothing, we would risk having an insufficient supply of appropriate housing for our ageing population.

Report Author and Contact Details:

Name: Stephanie Boyd and Victoria Crookes
Position: Commissioning Managers
Department: Health and Care
E-mail: s.boyd@bury.gov.uk and v.crookes@bury.gov.uk

Background

Research

By understanding and addressing the needs of our ageing population, we can create communities that support healthy ageing and ensure that older adults can live fulfilling lives.

Comprehensive research has been completed, and key strategic plans and data have been considered to ensure the Extra Care Housing Strategy 2026 to 2036 aligns to the wider objectives of Bury Council:

- Let's Do It… Bury 2030 Strategy
- Bury Housing Strategy 2021 to 2025
- Bury Adult Social Care - Housing for Those with Additional Needs Strategy 2021 – 2025
- Bury Draft Local Plan
- Bury Market Position Statement 2025 -2027 Older People, Ageing Well & Dementia
- Bury Joint Strategic Needs Assessment
- Bury Draft Health and Adult Care Ageing Well Strategy 2025 – 2030
- Bury Prevention and Wellbeing Strategy - Health and Social Care 2025-2030
- Bury Equality, Diversity, and Inclusion Strategy 2024 – 2028
- Bury Adult Carers Strategy 2025-2029
- Bury Sensory Impairment Strategy 2025 to 2029
- Bury Dementia Strategy 2024 to 2029

- Bury Council Housing Register
- Several local and national documents outlining principles, standards, guidance, and best practice

Consultation

The Community Commissioning Division has developed this strategy by consulting with the following stakeholders who have contributed to shaping the document and agreeing its 10 priorities:

- Bury Older People's Network (BOPN)
- Older People and Ageing Well Partnership Group
- Extra Care Housing Steering Group
- Registered Housing Provider Partnership Framework
- Bury Council Housing Growth Group
- Healthwatch Bury
- Age UK Bury
- Bury Voluntary Community and Faith Alliance (VCFA)
- Several Bury Council Departments including Adult Social Care, Housing Services, and Planning Department
- Local Councillors

In addition, a 4-week public consultation has been published on the Council's consultation page running until 21 November 2025:

Consultations - Bury Council

Update this section following 21 November and before Cabinet.

We will continue to consult with and involve the above groups to co-deliver our priorities and ensure our work considers the needs and aspirations of our older population, future generations, and diverse communities.

Our Priorities

Below are our ten commissioning priorities for the next 10 years:

- **PRIORITY 1** - Engage with networks across the borough, such as the Bury Older People's Network, the Voluntary and Faith Sector and other community groups, to ensure the needs and aspirations of our diverse communities are heard and understood.

- **PRIORITY 2** – Ensure the ethos of the Equality, Diversity, and Inclusion Strategy is embedded into 'extra care' housing provision. To ensure the diversity of Bury is reflected it is important to create age-friendly and dementia-inclusive communities and neighbourhoods that celebrate equality and diversity.

- **PRIORITY 3** - Ensure existing extra care housing schemes that are registered with Care Quality Commission (CQC) are inspection ready, by ensuring the Community Commissioning Team completes the Quality Assurance Framework.

- **PRIORITY 4** - Develop strong relationships between housing providers and care providers, to strengthen partnership working ensuring the needs and aspirations of tenants living in extra care are met to promote health, wellbeing, and independence.

- **PRIORITY 5** - Review the approach to extra care housing allocations; ensuring it is fit for purpose, clear, transparent and aligned to Bury's general needs social housing allocation policy. In addition, this will enable us to facilitate downsizing and free up social housing stock effectively.

- **PRIORITY 6 –** Introduce extra care housing waiting lists using the Adult Social Care Liquid Logic Case Management System to monitor need and demand going forward. Through effective marketing we will raise public and workforce awareness of extra care housing in Bury to allow people to plan for housing in later life.

- **PRIORITY 7** - Work with our registered housing provider partners to agree a commitment to support and plan the development of up to 5 new extra care housing schemes in Bury by 2035, ensuring that provision is developed in at least 2 of the following areas: Prestwich, Whitefield, Tottington, Ramsbottom. Ensure there is capacity within the adult social care market to deliver the care and support required for these schemes.

- **PRIORITY 8** – Complete a detailed local cost benefit analysis of capital and revenue of current extra care housing schemes to inform future development intentions and design specifications.

- **PRIORITY 9** - Co-produce a set of 'Extra Care Housing Standards' to define what Bury residents can expect from the extra care housing offer. This will include ensuring that existing and new extra care housing schemes offer digital capacity and infrastructure to provide access to technological advances to promote independence and wellbeing. The Community Commissioning Division has developed a Co-production Charter that will be the reference for co-production activity.

- **PRIORITY 10** - In Bury we will ensure that the review of sheltered accommodation is aligned to this Extra Care Housing Strategy to ensure that consideration is given to regenerating old, outdated stock where possible to develop new extra care provision.

Links with the Corporate Priorities:

The Let's Do It Bury 2030 Community Strategy sets out four clear principles which will underpin our work, these are:

- **Local** – we will continue work to understand the needs of our ageing population in each neighbourhood area.
- **Enterprise** – we will harness a spirit of enterprise and innovation to raise aspirations for older adults.
- **Together** – we will work with key stakeholders, including older adults, to ensure we have the right provision in place.
- **Strengths** – we will recognise and celebrate the strengths and assets of our residents and communities.

Equality Impact and Considerations:

Please provide an explanation of the outcome(s) of an initial or full EIA and make ***specific reference regarding the protected characteristic of Looked After Children****. There must be a signed off EIA template appended with a full analysis or explanation as to why an analysis is not needed for the report to be put forward to cabinet.*

Intranet link to EIA documents is here.

Sign off to be completed by the Council's Equality, Diversity and Inclusion (EDI) Manager (contact l.cawley@bury.gov.uk *for advice).*

To be added as appendix.

Environmental Impact and Considerations:

Please provide an explanation of the Environmental impact of this decision. Please include the impact on both ***Carbon emissions*** *(contact climate@bury.gov.uk for advice) and* ***Biodiversity*** *(contact c.m.wilkinson@bury.gov.uk for advice)*

Awaiting advice from Climate colleagues.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Lack of ownership for delivery of the strategy and the 10 priorities.	The ownership for delivery of this strategy will sit with Bury Council's 'Extra Care Housing Working Group'. The group will

	develop an action plan and will regularly review progress on the actions required to achieve our 10 Commissioning Priorities and Intentions. The Community Commissioning Division will submit a bi-annual highlight report to the following groups to report on progress and escalate any risks identified to delivering our Commissioning Priorities and Intentions for extra care housing in Bury: • Adult Social Care Senior Leadership Team • Older People and Ageing Well Partnership Board • Housing Advisory Board • Housing Growth Group

Legal Implications:

To be completed by the Council's Monitoring Officer.

1.

Financial Implications:

To be completed by the Council's Section 151 Officer.

2.

Appendices:

Appendix 1: Draft Extra Care Housing Strategy – to be added

Appendix 2 Equality Impact Assessment – to be added

Background papers:

N/A

Bury Council

Extra Care Housing Strategy
Health and Adult Care

2026-2036

CONTENTS

1. INTRODUCTION

Why have this Strategy?

It is recognised that most people who have care and support needs now, or in the future, wish to be supported in their own home, or a home that can better meet their needs. Increasing the supply of extra care housing in Bury is key to preventing and avoiding admissions to residential care and hospitals and this in turn contributes to our prevention agenda.

Our ambition is to work with our key partners to develop a range of high quality extra care housing schemes across Bury by 2035 for older adults. This will enable more people to remain safe and live independently in a suitable home environment that meets their needs and connects them to their community and the services they may need as they age.

This strategy builds on the Adult Social Care - Housing for Those with Additional Needs Strategy 2021 – 2025, examines the current extra care housing market in Bury, and presents our commissioning priorities and intentions moving forward, based on the needs, demand and aspirations of local people.

There is high demand for housing in Bury, it is an attractive place to live, combined with lower land prices compared to other parts of Greater Manchester. However, the provision of housing options has sometimes existed separately to the commissioning and design of services; we are committed to adopting a joined-up approach to ensure the needs of older people are met in the best way.

From an Adult Social Care perspective, we recognise that we must create a range of housing options for older people who need support to live well in their communities, to enable them to retain their independence and exercise choice and control for as long as they are able to do so.

We are committed to working collaboratively with our housing partners, developers, and Bury residents to design and deliver housing options that meet people's needs as they age. Bury Council has a well-established Registered Provider Partnership Framework which is a strategic partnership to enable delivery of affordable housing including specialist housing and supported accommodation in the borough of Bury.

We have produced this strategy to outline to our partners and housing providers:

- The strategic context in which we are working.
- The current 'extra care' housing market in Bury.
- Our commissioning priorities for extra care housing from 2026 to 2036.

Consultation

The Bury Council Community Commissioning Division has developed this strategy by consulting with the following stakeholders who have contributed to shaping the document and agreeing its 10 priorities:

- Bury Older People’s Network
- Older People and Ageing Well Partnership Group
- Extra Care Housing Steering Group
- Housing Registered Provider Framework
- Bury Council Housing Growth Group
- Healthwatch
- Age UK Bury
- Bury VCFA
- Several Council Departments including Adult Social Care, Housing Services, and Planning Department
- Local Councillors

We will continue to consult with and involve the above groups to co-deliver our priorities and ensure our work considers the needs and aspirations of our older population, future generations, and diverse communities.

What is Extra Care Housing?

The term 'extra care' housing is used to describe developments that comprise of self-contained homes with design features and support services available to enable self-care and independent living, it comes in a variety of forms and services may be designed by councils to meet the needs, demand and aspirations of their local communities. Properties should be designed and built to standards that mean should a person’s needs increase overtime then aids and adaptations can be installed at their property and care and support provided to ensure their needs can be met. Extra care housing schemes are designed for people with a range of care needs, ensuring a balanced mix from low, medium to high, in addition schemes may accept older people with no care needs who wish to plan for their future. This housing model is particularly attractive to older people because it allows them to maintain their independence while having access to the care and support services they may need as they age.

Extra care housing (for rent or shared ownership) is becoming popular amongst older people as a housing choice and as a possible alternative to residential care. It is vital for commissioners, developers, registered providers, and planners to better understand the extra care housing offer for today's generation of older people and for future generations.

Extra care housing is not 'one size fits all' and schemes may vary in terms of size, design, and the level of care and support. This will be determined by local needs, demands, and aspirations.

Who is it for?

The eligibility criteria depend on the scheme, but residents are usually:

- Above a certain age – usually 55 or 60 years.
- Able to live safely on their own with access to support when needed.
- If people are living together as a couple, and one of them has care needs, the extra care housing model could make it possible for them to continue to live together.

What is the difference between Extra Care Housing and Sheltered Accommodation in Bury?

There are similarities between extra care housing and sheltered accommodation because every tenant has their own front door (self-contained private living space) and there are some communal shared spaces. However, sheltered accommodation does not include the additional onsite care and support available in extra care schemes or the extra facilities such as salon and bistro that you would expect to see in modern extra care schemes. Furthermore, some sheltered schemes offer older accommodation which may be considered outdated and unsafe, due to size, if a person develops mobility difficulties and requires aids and adaptations. Extra care housing should be built to the HAPPI design standards to enable a person to age in their home safely.

The Council's Housing Department is reviewing the condition of current sheltered accommodation schemes to improve housing standards for older people.

Both extra care housing and sheltered accommodation are classed as independent living and independence is always promoted where possible.

2. VISION AND OBJECTIVES

Vision

Bury Council's vision is to provide a range of high-quality, person-centred 'extra care' housing options that promote independence, dignity, and improved health and wellbeing for older adults in Bury.

Objectives

1. Enhance quality of life for older residents in Bury
2. Provide safe, secure and supportive living environments
3. Promote independence and reduce the need for more intensive care services
4. Provide facilities that promote community integration and social inclusion
5. Ensure accommodation is high quality and built to HAPPI Design Principles to enable people to age in place

3. STRATEGIC CONTEXT

By understanding and addressing the needs of our ageing population, we can create communities that support healthy ageing and ensure that older adults can live fulfilling lives. Key strategic plans and data have been considered below to ensure the Extra Care Housing Strategy 2026 to 2036 aligns to the wider objectives of Bury Council.

Let's Do It… Bury 2030 Strategy

Bury Council's Let's Do It! Strategy

The Let's Do It Bury 2030 Community Strategy sets out four clear principles which will underpin our work, these are:

- **Local** – we will continue work to understand the needs of our ageing population in each neighbourhood area.

- **Enterprise** – we will harness a spirit of enterprise and innovation to raise aspirations for older adults.

- **Together** – we will work with key stakeholders, including older adults, to ensure we have the right provision in place.

- **Strengths** – we will recognise and celebrate the strengths and assets of our residents and communities.

Bury Housing Strategy 2021 to 2025

Bury Council's Housing Strategy and action plan sets out how we intend to work and what we intend to do to create the right conditions so that housing – across all tenures – supports our Bury 2030 Vision. Key messages from the strategy include:

- More frail older people (75 and over) may be looking to downsize and may be more inclined towards a model of extra care within a 'natural community'.
- Older people would benefit from Lifetime Homes Standards and may want a safe space to park a buggy / mobility scooter.

- Up to 40 percent of people between the ages of 65 and 74 may be interested in moving to a more suitable, more manageable and often smaller home.
- The appetite to consider a move halves to around 20 percent by the time people reach 75 years.
- The desire to move into sheltered or extra care schemes is in fact highest for the 75 to 84 age group, at around 20 percent or more.
- New extra care housing and remodelled sheltered housing has a significant part to play in housing our older population going forward.
- Two-bedroom apartments and bungalows with the right features and in the right locations, are very popular with older people.
- Building significant quantities of the right new homes attractive to our aging population will help to free up larger homes in all tenures. This will make a more dynamic housing market as more people find a suitable home in a location they want at different stages of their lives.
- Our aim is to support registered housing providers to deliver the right sort of housing, with the right features in the right places in line with our township visions and local plans.

Bury's Draft Local Plan

The Draft Local Plan sets out a long-term framework to manage future growth and development in the Borough up to 2042.

Together with the adopted Places for Everyone Joint Plan, Bury's Local Plan will form a key part of Bury's overall development plan and will provide a more detailed set of locally specific planning policies; key messages relevant to the Extra Care Housing Strategy include:

New residential accommodation specifically targeted at older and disabled people should:

- Be well-integrated with the wider neighbourhood
- Offer easy access to community facilities, local services and public transport
- Provide sufficient car parking for occupiers (dependant on the nature of the development), staff and visitors
- Be designed to reflect relevant best practice, including the Housing our Ageing Population Panel for Innovation (HAPPI) ten key design elements
- Where appropriate, provide a range of tenures
- The adopted Places for Everyone Joint Plan requires all new homes to meet the Nationally Described Space Standards and the accessible and adaptable standard in part M4 (2) of the building regulations. These requirements will apply to all new extra care housing.

Market Position Statement 2025 -2027 Older People, Ageing Well & Dementia

Bury's Market Position Statement for Older People, Ageing Well and Dementia is produced to inform providers of our commissioning intentions and facilitate conversations to build an understanding and intelligence on the needs of older people. Key highlights from the OPMPS, relevant to this strategy, include:

- A Housing Needs Assessment for Bury completed in 2021 suggests that an increased number of extra care housing schemes will be needed in Bury moving forwards. We plan to develop up to 5 new build extra care schemes over the next 10 years to offer improved housing options and choice to customers, this will either be owned by Bury Council or Registered Providers of social housing.
- In line with this, we aim to reduce the number of residential beds that we commission significantly and increase the number of care and housing options available in the community. This includes more options for people with complex needs to avoid them being placed out of borough.

Bury Joint Strategic Needs Assessment (November 2024)

Key findings we have considered from the JSNA 2024 include:

- The unrounded population estimates by single year of age show that there were 193,855 people living in Bury in 2021. The full breakdown of the population by age and gender shows that the most common age of people living in Bury is 56. It also shows that there are 1,445 people aged 90 and over, an increase from 1,228 in 2011.

- There are 35,447 (18.3%) older adults aged 65 years and over in Bury, similar to England average of 18.4%. Elton Vale (31.3%) and Summerseat (31.1%) have the highest proportion and Fernhill and Pimhole (9.6%) have the lowest proportion of older adults in Bury.

- Bury population has continued to age. Census 2021 results show that there has been an increase of 19.8% in people aged 65 years and over in Bury similar to 20.1% seen in England.

- Based on the results of Census 2021 for Bury, the highest difference by sex is in the 65+ age group (older people), where there are 3,254 more females compared with males. On average, females currently live longer than males, which significantly impact the sex profile of Bury's population.

- Older adults in Bury are expected to see the biggest increase of 15.4% with an additional 5,617 older adults between the years 2023 to 2032. During the same time period, England is expected to see an ever-greater increase of 21.4% in older adults.

- Overall, the data shows that there is a significant gap in life expectancy between the most deprived and least deprived areas, with the gap increasing for both sex especially for males in 2018-20 compared with 2011-13.

- For older adults, wider social determinants of health such as access to housing, food, financial resources, climate change and transportation, as well as social connections, play a critical role not only in better health outcomes, but also in improving overall well-being.

- Income Deprivation Affecting Older People Index (IDAOPI) in Bury for the year 2019 is 14.5%, statistically higher than England average of 14.2%.

- East and Moorside are the most deprived wards in Bury and North Manor and Tottington are the least deprived wards in Bury.

- Social isolation, loneliness and higher levels of deprivation are all linked with pensioners who live alone. There is a clear link between loneliness and poor mental and physical health. Although the links between isolation and loneliness are complex, for older people there is a strong correlation between isolation and loneliness.

- Dementia is a key contributor to dependence and disability among older individuals in the UK and globally. Individuals with dementia encounter substantial health challenges and may face a mortality risk that is at least twice as high as those without the condition.

- Based on the most recent data from 2020, prevalence of dementia in Bury is at 4.63%, significantly above England average of 3.97%. This could be caused by higher prevalence or by better diagnosis and recording, or some combination of the two.

- 78.2% of people in Bury are white (English, Welsh, Scottish, Northern Irish, or British), 10.6% of people are Asian, and many other ethnic groups make up the remaining 11.2% of people. Bury East has a large Asian community, and Prestwich has a large Jewish community (5.5% of the Bury population report Jewish as their religion).

The table below demonstrates the Bury population aged 65 and over, projected to 2040:

	2023	**2025**	**2030**	**2035**	**2040**
People aged 65 – 69	9,400	10,100	11,300	11,300	10,300
People aged 70 – 74	8,900	8,400	9,200	10,400	10,500
People aged 75 – 79	8,300	8,500	7,400	8,100	9,200
People aged 80 – 84	5,000	5,400	6,800	5,900	6,600
People aged 85 – 89	3,100	3,200	3,600	4,600	4,100
People aged 90 and over	1,700	1,800	2,100	2,500	3,200
Total population 65 and over	**36,400**	**37,400**	**40,400**	**42,800**	**43,900**

Further statistics tell us that:

- The total population of Bury people aged **65-74 living alone** is predicted to rise from 4,524 in 2023 to 5,132 in 2040 with the majority here being female.

- The total population of Bury people aged **75 and over living alone** is predicted to rise from 7,391 in 2023 to 9,408 in 2040, again, with the majority here being female.

- The total population of Bury people aged **65 and over predicted to have dementia** is likely to rise from 2,560 in 2023 to 3,482 in 2040.

- The total population of Bury people aged **65 and over with a limiting long-term illness** (whose day-to-day activities are limited a lot) is likely to rise from 9,217 in 2023 to 11,527 in 2040.

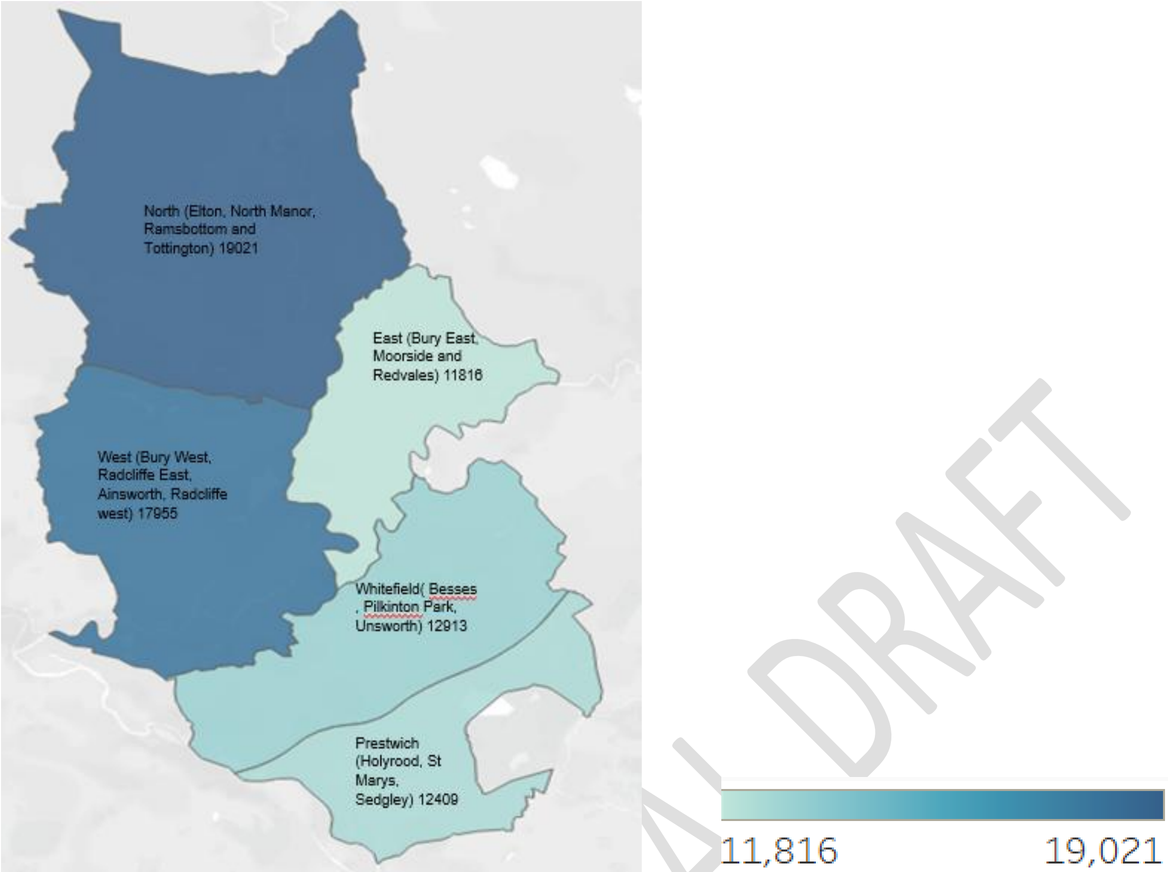
- The total population of Bury people aged **65 and over predicted to have a fall** is likely to rise from 9,657 in 2023 to 12,048 in 2040.

- The total population of Bury people aged **65 and over providing unpaid care** is predicted to increase from 5,144 in 2023 to 6,102 in 2040.

- The total population of Bury people aged **90 and over** is predicted to increase from 1,700 in 2023 to 3,200 in 2040.

Data taken from POPPI website in December 2024 (Projecting Older People Population Information System).

Looking at ages 50+ in Bury we can see that the figures taken from 2022 Mid-Year Population Estimates shows that the majority of over 50s reside in north and west of the borough. The map below shows approximately where people aged 50+ live across the borough.



When considering locations for future extra care housing schemes in Bury, it is important for us to consider areas where the highest numbers of the over-50 population reside, particularly in the north and west of the borough. Furthermore, we must consider where supply is currently located to achieve the objective of increasing choice for people across all six towns of the Borough. The delivery of priority 1, detailed below, will help us to ensure that the needs and aspirations of all older people, including future generations and those with protected characteristics, are fully considered and help shape our future plans.

Further considerations gathered in consultation with older people on this strategy highlight the importance of schemes having:

- Nearby transport links
- Nearby shops and amenities
- Nearby health services
- Secure car parking facilities
- Advancing Assistive Technology
- High performing Wi-Fi
- Sensory loss considerations
- Dementia friendly environments

We will ensure that these are considered in the development of priority 9 ‘Extra Care Housing Standards’.

PRIORITY 1 - Engage with networks across the borough, such as the Bury Older People's Network, the Voluntary and Faith Sector and other community groups, to ensure the needs and aspirations of our diverse communities are heard and understood.

Bury's Draft Health and Adult Care Ageing Well Strategy 2025 – 2030

Bury Council is committed to creating an inclusive and age-friendly community for its residents and is proud to be a member of the UK Network of Age Friendly Communities:

[UK Network of Age-friendly Communities | Centre for Ageing Better]

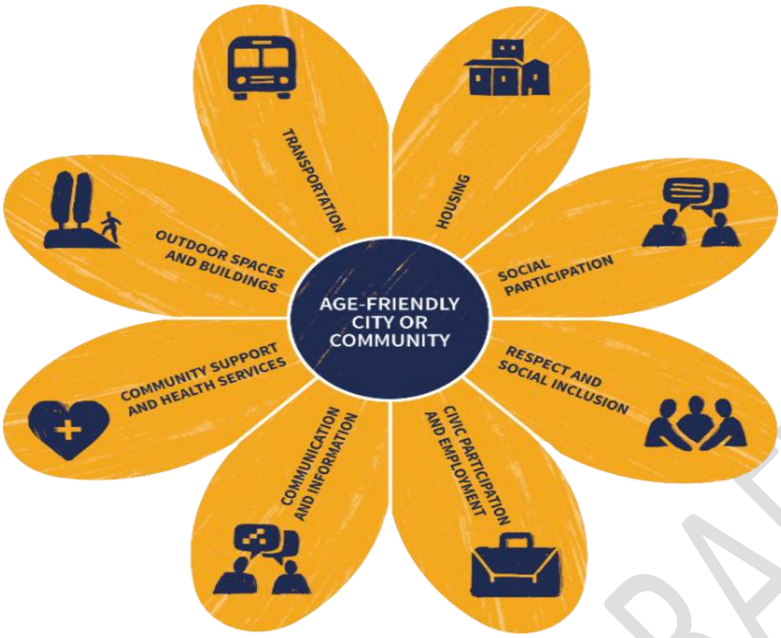
We want Bury to be a place that enables people to age well and live a good later life. Somewhere that people can stay living in their homes, participate in the activities they value, and contribute to their communities for as long as possible.

Key messages we have considered from the Draft Health and Adult Care Ageing Well Strategy 2025 – 2030 are:

- Healthy ageing is not a challenge unique to Bury. Internationally, the **World Health Organisation (WHO)** have recently published a global strategy, with a new definition of healthy ageing: **"The process of developing and maintaining functional ability that enables wellbeing in older age."** This is a very broad concept and indicates the breadth of areas which need to be addressed in response.

- It is important to see ageing as a social issue, and not a clinical one, as health and social care services are only one contributing factor. Another aspect is the physical and social environment that we live in enabling us to maintain our wellbeing.

- The WHO highlights 8 domains of liveability in which communities need to better adapt their structures to meet the needs of older people.



Bury's Ageing in Place Pathfinder (AIPP)

Bury is part of the **Ageing in Place Pathfinder (AIPP)** project, which is underway across Greater Manchester and working to make sure older people's voices are heard and valued in the places they live.

The Pathfinder represents a significant commitment from a wide range of stakeholders to establish resident-led partnerships in nine neighbourhoods in Greater Manchester. In these partnerships local organisations are working together with local residents to agree and prioritise ways to improve the quality of life for residents as they grow older.

Persona, which is the LATCO (Local Authority Trading Company) for Bury Council, has been leading the project in Bury and has opened the Café on the Green in Clarence Park as the main community hub to create increased connectivity for residents. Bury will be rolling out this project to 5 other sites across the townships over the next 3 years with the 8 domains of liveability highlighted above, including housing, as a main focus.

Bury's Prevention and Wellbeing Strategy - Health and Social Care 2025-2030

This Strategy sets out Bury's commitment to prevent, reduce and delay the need for adult care and support over the next 5 years by focusing on early intervention and prevention, ensuring that residents receive the support they need before issues escalate by promoting healthy lifestyles, providing accessible services, and fostering community engagement.

The strategy states that the outcomes that can be achieved through prevention may include:

- Enhanced independence, including the ability to navigate prevention and community services, as well as effective self-care.

- Improved quality of life and wellbeing for individuals who require care and support, along with their carers.
- Reduced social isolation and loneliness.
- Delayed or decreased need for care and support.

All these outcomes can be achieved for individuals living in 'Extra Care Housing' and therefore the Extra Care Housing Strategy aligns and supports delivery of Bury's Prevention and Wellbeing Strategy.

Bury Council Equality, Diversity, and Inclusion Strategy 2024 – 2028

In Bury, we are committed to Equality, Diversity, and Inclusion. Bury is a vibrant, diverse and cohesive Borough. It is home to over 190,000 people, every one of which should be enabled and empowered to maximise their life chances, play a full and active role in society and enjoy a high quality of life. Key shared objectives from this strategy include:

Equality – Where everyone is treated fairly, with dignity and respect and recognising we may need to treat people differently to achieve this.

Diversity – Understanding our differences and valuing these as a strength that we all benefit from.

Inclusion – Providing equal access and opportunity to participate in our workplaces, our communities and in the use of services regardless of personal characteristics or circumstances.

Bury's diversity includes (Census 2021):

- 51% Women and 49% Men
- Our age ranges are in line with the national demographic, but we are an older borough regionally
- 20.16% of our population are people from an ethnic minority
- 18.51% of our population consider themselves to be disabled
- Our population follow a range of different religions and belief systems with significant Christian, Muslim and Jewish populations
- 3.27% of our population identify as LGBTQIA+
- 8.71% of our population are unpaid carers
- 90.26% of our population speak English as a first language
- 2.60% of our population are veterans

PRIORITY 2 – Ensure the ethos of the Equality, Diversity, and Inclusion Strategy is embedded into 'extra care' housing provision. To ensure the diversity of Bury is reflected it is important to create age-friendly and dementia-inclusive communities and neighbourhoods that celebrate equality and diversity.

Bury Adult Carers Strategy 2025-2029

Bury Council's 'Adult Carers Strategy 2025-2029' outlines the commitment to supporting unpaid adult carers in Bury. It emphasises the importance of early identification, access to support, raising the profile of carers, and addressing inequalities. Key messages we have considered from the strategy include:

- **Demographic Data**: The 2021 Census data indicate an estimated 18,219 unpaid carers in Bury, with a growing intensity of care provided and a higher likelihood of women in deprived areas providing unpaid care.
- **Health and Wellbeing**: Unpaid carers often face negative impacts on their mental and physical health, quality of life, and outcomes, especially as the intensity of their caregiving role increases,
- **Commitments to Carers**: The strategy outlines four key commitments: early identification and support, access to quality support and information, raising the profile of carers, and reducing inequalities for under-represented groups.
- **Support Services**: Carers expressed the need for support services that are flexible, responsive, and available in all Bury neighbourhoods, including digital support and respite care.

Bury Sensory Impairment Strategy 2025 to 2029

Key messages we have considered from the 'Bury Sensory Impairment Strategy 2025-29' include:

- Sight and hearing loss can affect us at any age, but age is a significant risk factor related to eye health, sight and hearing loss.
- Sensory impairment is a factor in falls and subsequent admission to hospital, which is the major contributory factor to admission to a care home.

Further considerations gathered in consultation with older people on this strategy highlight the importance of ensuring that new extra care housing schemes offer digital capacity and infrastructure to provide access to technological advances to promote independence and wellbeing.

Bury's Dementia Strategy 2024 to 2029

Bury's Dementia Strategy is for people living with Dementia and their families and carers. The aim of the Strategy is to improve the health, wellbeing, and quality of life for people living with Dementia. Key messages we have considered from Bury's Dementia Strategy 2024 -2029 include:

- It places a strong emphasis on prevention and early intervention by taking a strength-based approach – which means identifying an individual's strengths and capabilities and to support people to maximise those strengths to promote independence and improve quality of life.
- Dementia is a growing challenge. As the population ages and people live for longer, it has become one of the most important health and care issues facing the world. In England it is estimated that around 676,000 people have dementia.

In the whole of the UK, the number of people with dementia is estimated at 850,000.

- Dementia mainly affects older people, and after the age of 65, the likelihood of developing dementia roughly doubles every five years. However, for some dementia can develop earlier, presenting different issues for the person affected, their carer and their family.
- There is a considerable economic cost associated with the disease estimated at £23 billion a year, which is predicted to triple by 2040. This is more than the cost of cancer, heart disease and stroke.

Dementia in Bury

People aged 65 and over predicted to have dementia, by age and gender, projected to 2040	**2023**	**2025**	**2030**	**2035**	**2040**
People aged 65-69 predicted to have dementia	156	166	187	187	170
People aged 70-74 predicted to have dementia	271	256	280	317	320
People aged 75-79 predicted to have dementia	504	516	444	487	553
People aged 80-84 predicted to have dementia	554	588	754	654	732
People aged 85-89 predicted to have dementia	545	580	651	827	742
People aged 90 and over predicted to have dementia	530	554	636	731	966
Total population aged 65 and over predicted to have dementia	**2,560**	**2,659**	**2,952**	**3,202**	**3,482**
Percentage aged 65 and over, to have Dementia, projected to 2040	**7.03%**	**7.11%**	**7.31%**	**7.48%**	**7.93%**
	7 % of Bury's population will have dementia, rising consistently to reach 8% in 2040.				

Source: Projecting Adult Needs and Service Information (PANSI) website

In May 2025**; 205** people registered with Bury 'Care Link' community / social alarm system and response to emergency calls service were recorded as 'affected by dementia'. An additional **103** people were recorded as having some form of memory difficulties, with no formal diagnosis. This is approximately 14% of the Care Link customer base.

The figures above provide an indication of the potential number of people with dementia in Bury who may benefit from extra care housing provision in the future to enable them to live safely and as independently as possible in their own homes, with an extra **543** people in Bury aged over 65 predicted to have dementia by 2035.

Housing for people with dementia – are we ready?

Published by the All-Party Parliament Group (APPG) on Housing and Care for Older People in 2021, key highlights include:

- Progress in the development of dementia-friendly housing has been far too slow and there is an urgent need to ensure housing is dementia-ready from the outset
- The majority of those living with dementia do not live in either purpose-built or adapted housing. This can place strain on people with dementia and their families and support networks as their care needs advance.
- Many do not receive adequate information on housing options and adaptations.
- The number of BAME people with dementia in England and Wales is likely to double to circa 50,000 by 2026.
- When producing housing plans, local authorities should clearly set out the housing demand for people living with dementia in their locality including estimates for need in BAME and LGBTQIA+ communities and how these targets will be met.

4. CURRENT POSITION

Supply:

There are currently three council-owned extra care housing schemes in Bury offering a total of 169 units of accommodation. This strategy has not considered the private older people's housing provision available across Bury.

In Bury we have the following council owned schemes:

Falcon and Griffin (F&G) – was built in 1976 and renovated in 2003 and is owned and managed by Bury Council. The scheme is located in Bury East and comprises of 69 units in total; this includes 2 blocks of flats and 29 external properties including 1 bed bungalows and 1 bed maisonettes. It has communal spaces but no extra facilities that are typical in modern extra care schemes such as a bistro/cafe and hair salon.

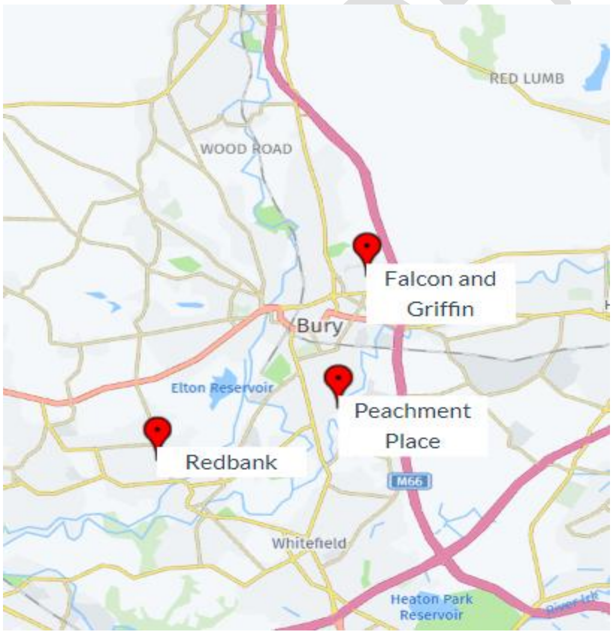
Redbank - was built in 2012 to the HAPPI Design Principles and is owned[1] and managed by Bury Council who is the social landlord. The scheme is located in Radcliffe North and comprises of 38 two bed apartments and two one bed apartments (four of which have kitchens fully adapted for wheelchair users). In addition to a communal lounge, Redbank has a modern bistro/café and hair salon.

Peachment Place - was built in 2018 to the HAPPI Design Principles and is owned and managed by Bury Council who is the social landlord. The scheme is located in

[1] Redbank is formally owned by Six Town Housing. The responsibility for managing and maintaining the scheme was transferred from Six Town Housing to Bury Council in February 2024.

Redvales and comprises of 60 one and two bed apartments. Peachment Place has modern communal areas including a bistro/café and hair salon.

The map below shows the location of the 3 current extra care housing schemes in Bury:



Care and Support

The care and support models delivered at each of the existing schemes varies:

- Falcon & Griffin: Wellbeing checks and onsite care and support throughout the day delivered by Bury Council, plus various commissioned domiciliary care agencies, throughout the day.
- Peachment Place: Wellbeing checks delivered by Persona and onsite care and support delivered by Persona, plus various commissioned domiciliary care agencies, throughout the day.
- Redbank: Wellbeing checks delivered by Persona, plus various commissioned domiciliary care agencies throughout the day.

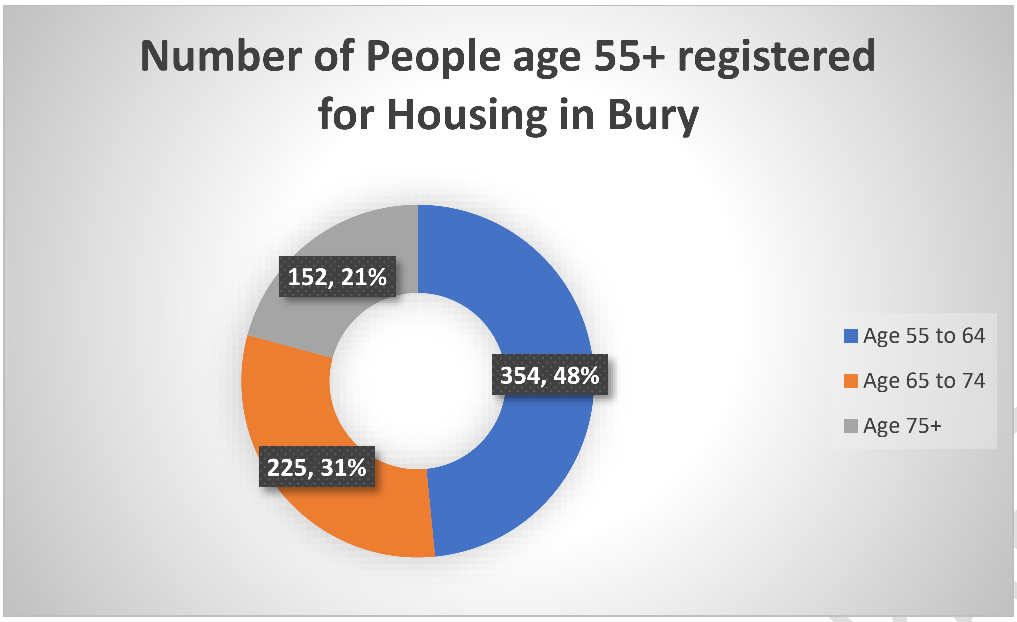
At night each scheme is covered by an emergency response service delivered by Persona, which is the LATCO (Local Authority Trading Company) for Bury Council in partnership with Care Link and Tunstall.

PRIORITY 3 - Ensure existing extra care housing schemes that are registered with Care Quality Commission (CQC) are inspection ready, by ensuring the Community Commissioning Team completes the Quality Assurance Framework.

PRIORITY 4 - Develop strong relationships between housing providers and care providers, to strengthen partnership working ensuring the needs and aspirations of tenants living in extra care are met to promote health, wellbeing, and independence.

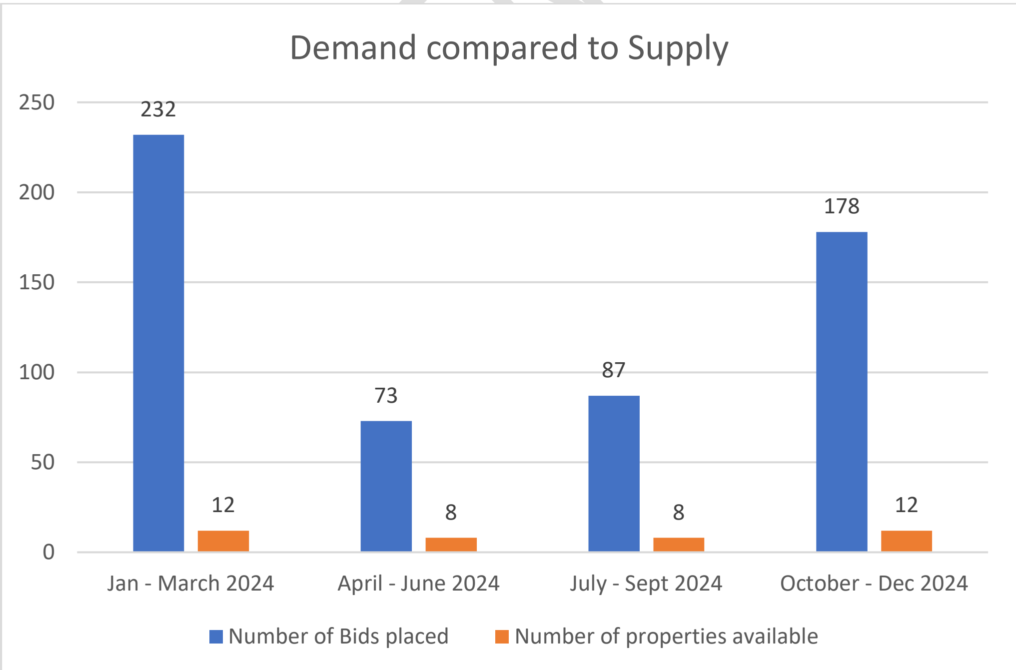
Demand

Data taken from Bury Council's housing register in February 2025 provides a snapshot showing the numbers of people aged over 55 years in housing need. Although not all people over the age of 55 years will want or need extra care housing, we can assume that a proportion may consider extra care housing as an option for them, particularly those over the age of 65 and 75 years.



The chart below shows the number of properties that were available at each extra care housing scheme and the number of bids placed during the period January 2024 to December 2024. This data shows us that the current supply of extra care housing in Bury is not meeting demand.

It should be noted that some people may place multiple bids on schemes each week, therefore each count is not representative of one person although this chart does provide insight into the demand for extra care housing in Bury.



We need to make sure that we have the right options for older people in the right place at the right time. Given the current population needs and the future projections, it is suggested that Bury will need to increase supply by approximately 210 additional units of accommodation in extra care housing by 2030, and approximately a further 120 units of accommodation by 2035, these will either be owned by Bury Council or Registered Providers of social housing to meet the demand of people on the social housing register.

We will aim to deliver this target across up to 5 new extra care housing schemes in Bury ensuring that new provision offers apartments for affordable rent and bungalows for shared ownership. We will ensure our increased extra care supply will comprise of a range of both specialist and general needs accommodation. We will aim to include a mix of 1- and 2-bedroom apartments, and this could range from between 30 to 80+ properties on one site.

Further considerations gathered in consultation with older people on this strategy highlight the importance of ensuring that older people have information and understand how to access extra care housing. We will ensure that this is considered in the development of priorities 5 and 6 detailed below.

PRIORITY 5 - Review the approach to extra care housing allocations; ensuring it is fit for purpose, clear, transparent and aligned to Bury's general needs social housing allocation policy. In addition, this will enable us to facilitate downsizing and free up social housing stock effectively.

PRIORITY 6 – Introduce extra care housing waiting lists using the Adult Social Care Liquid Logic Case Management System to monitor need and demand going forward. Through effective marketing we will raise public and workforce awareness of extra care housing in Bury to allow people to plan for housing in later life.

PRIORITY 7 - Work with our registered housing provider partners to agree a commitment to support and plan the development of up to 5 new extra care housing schemes in Bury by 2035, ensuring that provision is developed in at least 2 of the following areas: Prestwich, Whitefield, Tottington, Ramsbottom. Ensure there is capacity within the adult social care market to deliver the care and support required for these schemes.

5. BEST PRACTICE AND RESEARCH

Benefits of Extra Care Housing

Purpose-built extra care housing can cater for the specific needs of older people as they age, alongside management and delivery of care and support as and when needed. It also plays a significant role in tackling loneliness and social isolation supporting people to remain socially active and part of a community, helping to improve physical and mental wellbeing.

As resident’s can be provided with care and support and because their homes are built to the HAPPI Design Principles, they are able to continue to live in their homes and the community as they age, which may reduce and delay the need for residential care and hospital admissions. Promoting the use of assistive technology can also further enhance the independence and safety of residents in extra care housing.

As people often move from family homes into extra care housing, the model can also help strengthen the local housing market and the social rented sector, by freeing up family homes for younger families or first-time buyers.

An Extra Care Housing Resources Pack was developed for the Greater Manchester Health and Social Care Partnership in 2019, and this highlights the financial cost benefits of extra care housing for the individual and also the wider health and social care system:

- There is evidence to suggest that extra care housing can delay admission into a care home by providing alternative accommodation at the point where someone has to leave their original home and as a means of enabling them to live independently for longer.
- Care needs often reduce after someone goes into extra care housing due to on-site care provision and living in accessible accommodation.
- A detailed evaluation completed by East Sussex Council indicates that 63% of people living in their schemes would be placed in residential care or nursing care if they were not living in extra care housing. **This study concluded that the cost of extra care housing was on average half the gross cost of the alternative placements.**
- Research commissioned by Southampton City Council has identified a range of health benefits and specifically cost benefits to the health system derived from older people living in extra care housing, for example, reductions in the number of GP visits, reductions in the number of community nurse visits, and reductions in the number of non-elective admissions to hospitals. This research has also found a number of other benefits of housing with care provision, mostly related to the quality of life of the residents and individual outcomes. For instance, there is evidence that living in a housing with care scheme can improve residents’ general wellbeing.

The table below demonstrates that an older person living in extra care housing generates health and social care cost-benefits of £2,441 per annum:

Area of Cost Benefit/ Saving	**Cost benefit/saving (per extra care housing resident per year)**
GP visits	£144.78
Community Nurse Visits	£362.55
Non-elective admissions to hospital	£624.11
Delayed Transfer of Care ‘days’	£465.30
Falls	£380.00
Reduction in scale of care home packages	£427.98

Reduced loneliness	£36.30
TOTAL	**£2,441.02**

PRIORITY 8 – Complete a detailed local cost benefit analysis of capital and revenue of current extra care housing schemes to inform future development intentions and design specifications.

What does 'good' Extra Care Housing look like?

The research below related to national principles, standards, guidance, and best practice has been taken into consideration during the development of our commissioning priorities and intentions for this strategy.

For Bury to develop quality extra care housing provision it is important that we adopt the points that have been thoroughly researched by reputable organisations and interlink them with future commissioning and capital intentions. Furthermore, we have carried out extensive research to consider best practice and lessons learnt from local, national and international models of extra care housing schemes.

HAPPI Design Principles (2009): The HAPPI principles are based on 10 key design criteria. Many are recognisable from good design generally - good light, ventilation, room to move around and good storage - but they have relevance to the spectrum of older people's housing which needs to both offer an attractive alternative to the family home and be able to adapt over time to meet changing needs.

National Design Guide (2019): This guide sets out the characteristics of well-designed places and demonstrates what good design means in practice highlighting the need for well-designed, accessible homes that are socially inclusive, healthy, meet the housing needs of an ageing population and the importance for the need for greater flexibility in design to meet changing needs, including changes in health and mobility of older people.

Department for Communities & Local Government Technical Housing Standards (2015): This document details nationally described space standards. It sets out requirements for the Gross Internal (floor) Area of new dwellings at a defined level of occupancy as well as floor areas and dimensions for key parts of the home. The nationally described space standard for one bedroom one person dwellings is 37m2 for general needs housing.

Design Principles for Extra Care Housing (3rd edition) Housing LIN factsheet (2020): This report refers to good practice in terms of housing for older people being characterised by providing sufficient space to accommodate the accessibility requirements of people as their needs change with age. This document describes the three categories for accessibility in the National Building Regulations. These have been used to develop the space provision and specification named **Wheelchair Lite Standard.**

The "Older People's Housing Preferences" report by Ipsos and Housing LIN, December 2024: This report explores the housing needs and preferences of the UK's older population, key findings include:

- 5,591 respondents aged 50 and over, with a majority being homeowners, a significant portion reported physical or mental health conditions and lower incomes. Around 29% of respondents are concerned about their physical health, and 13% are concerned about their mental health. These concerns are higher among those aged 75+, renters, those from ethnic minority backgrounds, and those with lower incomes.
- One-third of older adults are likely to move home only when they develop health problems. This tendency is more pronounced among those aged 75+.
- Most older adults live in conventional homes, with a majority in properties with three or more bedrooms. Many have lived in their homes for over 20 years.
- Over 80% are satisfied with their current homes, valuing safety, location, and size. However, concerns about future suitability and heating costs are prevalent.
- While many homes lack adaptations, a significant number of older adults do not plan to make changes. Those with adaptations often have features like downstairs bathrooms and step-free access.
- Most older adults prefer to stay in their current homes, with or without adaptations. If moving, bungalows are the most preferred type of housing.
- Emotional attachments, complexity, and costs are major barriers to moving. Financial concerns are particularly significant for renters and those with lower incomes.
- The report highlights the need for age-friendly housing policies, financial support for home adaptations, and the development of affordable, accessible housing options to meet the diverse needs of the ageing population.

PRIORITY 9 - Co-produce a set of 'Extra Care Housing Standards' to define what Bury residents can expect from the extra care housing offer. This will include ensuring that existing and new extra care housing schemes offer digital capacity and infrastructure to provide access to technological advances to promote independence and wellbeing. The Community Commissioning Division has developed a Co-production Charter that will be the reference for co-production activity.

APPG on Housing and Care for Older People Inquiry on regenerating outdated sheltered housing (launched April 2023). This Inquiry considers how best to regenerate existing supply of outdated sheltered housing – including modernisation, repurposing, and replacing older stock and service models.

Refurbishing or remodeling sheltered housing: a checklist for developing Extra Care by Housing LIN (2005): This factsheet provides a framework for decision making when considering developing extra care housing from sheltered stock exploring the following options:

- Refurbish an existing ordinary sheltered housing scheme.
- Re-model / reconfigure existing ordinary sheltered housing scheme
- Repurpose the building.
- Demolish and build new on the same site.
- Demolish and build new on a different site.
- Undertake more preparatory work.
- Consider other ways of delivering housing with support.

The Regeneration of Outdated Sheltered Housing (2024): this report found that the scale of re-investment required across sheltered housing is significant. It highlights the need to upgrade and regenerate outdated sheltered housing for older people.

Key recommendations from the report include:

- A significant proportion of sheltered housing should be refurbished; attractive and contemporary sheltered housing can continue to enable down-sizing that allows families to obtain much-needed homes.
- Homes England capital grant funding rules should ensure that housing providers can apply for and use capital grant to refurbish and upgrade existing sheltered housing schemes without 'additionality' requirements.
- Local authorities should undertake periodic Older Persons' Housing Needs Assessments to determine local need and demand for all types of housing for older people, including sheltered housing.
- All social and private landlords with sheltered housing stock should conduct a strategic review of their portfolio's current and future suitability, identifying options for refurbishment/upgrades, repurposing or replacement
- Disposals/sales should be avoided where possible. Both the Regulator of Social Housing, as part of its new standards regime, and all social housing providers should adopt a 'charter for disposal of supported accommodation for older people'.

PRIORITY 10 - In Bury we will ensure that the review of sheltered accommodation is aligned to this Extra Care Housing Strategy to ensure that consideration is given to regenerating old, outdated stock where possible to develop new extra care provision.

6. OUR PRIORITIES

Below are our ten commissioning priorities for the next 10 years:

- **PRIORITY 1** - Engage with networks across the borough, such as the Bury Older People's Network, the Voluntary and Faith Sector and other community groups, to ensure the needs and aspirations of our diverse communities are heard and understood.

- **PRIORITY 2** – Ensure the ethos of the Equality, Diversity, and Inclusion Strategy is embedded into ‘extra care’ housing provision. To ensure the diversity of Bury is reflected it is important to create age-friendly and dementia-inclusive communities and neighbourhoods that celebrate equality and diversity.

- **PRIORITY 3** - Ensure existing extra care housing schemes that are registered with Care Quality Commission (CQC) are inspection ready, by ensuring the Community Commissioning Team completes the Quality Assurance Framework.

- **PRIORITY 4** - Develop strong relationships between housing providers and care providers, to strengthen partnership working ensuring the needs and aspirations of tenants living in extra care are met to promote health, wellbeing, and independence.

- **PRIORITY 5** - Review the approach to extra care housing allocations; ensuring it is fit for purpose, clear, transparent and aligned to Bury’s general needs social housing allocation policy. In addition, this will enable us to facilitate downsizing and free up social housing stock effectively.

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- **PRIORITY 10** - In Bury we will ensure that the review of sheltered accommodation is aligned to this Extra Care Housing Strategy to ensure that consideration is given to regenerating old, outdated stock where possible to develop new extra care provision.

7. DELIVERY OF THE EXTRA CARE HOUSING STRATEGY 2026 - 2036

How will we know we are achieving our Commissioning Priorities & Intentions?

The ownership for delivery of this strategy will sit with Bury Council's 'Extra Care Housing Working Group'. The group will develop an action plan and will regularly review progress on the actions required to achieve our 10 Commissioning Priorities and Intentions.

The Community Commissioning Division will submit a bi-annual highlight report to the following groups to report on progress and escalate any risks identified to delivering our Commissioning Priorities and Intentions for extra care housing in Bury:

- Older People and Ageing Well Partnership Board
- Adult Social Care Senior Leadership Team
- Housing Services Senior Leadership Team
- Bury Council Housing Growth Group

GLOSSARY

Term	Meaning
Registered Housing Provider	A registered housing provider is an organisation that is registered with the regulator of social housing and provides social housing as a landlord – they are typically non-for-profit housing associations but can also include Local Authorities and profit-making organisations.
Commissioner	Officer of the Local Authority responsible for ensuring the right services are in place to meet the needs of the local population.
Developer	A person or company that builds or refurbishes properties to agreed standards.
Shared Ownership	Shared ownership is a way to buy a home where you purchase a share of the property and pay rent on the remaining portion to a housing association, you essentially become a part owner and part tenant.
HAPPI Design Principles	A set of 10 design criteria focused on creating homes and communities that are both attractive to older people and adaptable to their changing needs.
Census	Census data is a count of all people and households within a specific area, taken at regular intervals, it provides a detailed snapshot of the local population and demographics.
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer or questioning, Intersex and Asexual – plus (+) signifies that it is an inclusive term that also encompasses other non-binary gender identities and sexual orientations not explicitly listed.
Carer	A person, of any age, who provides unpaid care and support to a family member, friend or neighbour who is disabled, has an illness or a long-term condition or who needs extra help as they grow old.
BAME	Black, Asian and Minority Ethnic groups.

Unit	A self-contained living space typically including a kitchen, bathroom and toilet. It is essentially a dwelling or living space that can be occupied independently for example flats / apartments / bungalows.
LATCO (Local Authority Trading Company)	Organisations that are free to operate as commercial companies but remain wholly owned and controlled by the council.
CQC (Care Quality Commission)	An Independent regulator in England that ensures the quality and safety of health and social care services.
Housing Allocations Policy	A document that all councils are required to have for determining the priorities and procedures to be followed in allocating housing accommodation.
Liquid Logic	An electronic case management system used to store data relating to adult social care.
Market Position Statement	A document created by local authorities to provide information about the adult social care market within their area.
Assistive Technology	A digital item, piece of equipment, program or product used to increase, maintain or improve a person's functional capabilities, safety and independence.
Non-elective admission to hospital	Unplanned admissions for treatment that are needed at short notice due to clinical need.
Delayed transfer of care 'days'	The number of days a patient, who is medically ready to leave the hospital, remains in a hospital bed due to factors outside the hospital's control.
Cost Benefit Analysis	A process used to evaluate the advantages and disadvantages of a project / approach by comparing costs and benefits in monetary terms.
Capital	In the context of housing this refers to funding allocated for the building of homes.
Revenue	In the context of Adult Social Care this refers to funding allocated for service provision associated with care and support needs.
Housing LIN (Learning and Improvement Network)	A network and consultancy community focused on promoting wellbeing through

	good quality housing, particularly for older people, people with disabilities, and those with care needs.
Co-production	An approach used to develop public services involving people who use services in an inclusive and meaningful way working together.
Stock	Refers to the number of properties (houses, flats, apartments, bungalows etc) owned by a landlord.
Bury Older Peoples Network	An engagement mechanism for older people to have their voices heard on things that matter to them.
M4 (2) Building Regulations	M4(2) refers to the requirements for accessible and adaptable dwellings under the Building Regulations in England. It ensures that new dwellings are designed to be easily accessed and adapted for future use, particularly for individuals with disabilities. Key requirements include: • Accessible Entrances • Clear Access Zones • Design for Adaptability

Bury Council

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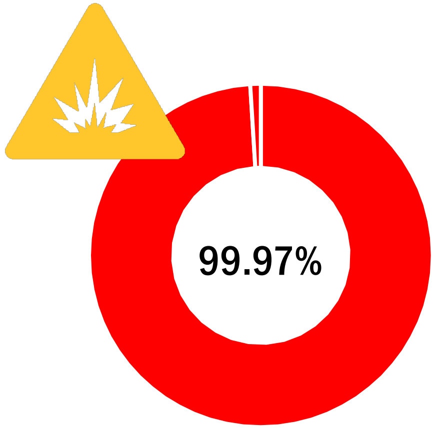
Bury Council

Update on building safety and compliance (inc Awabb's Law)

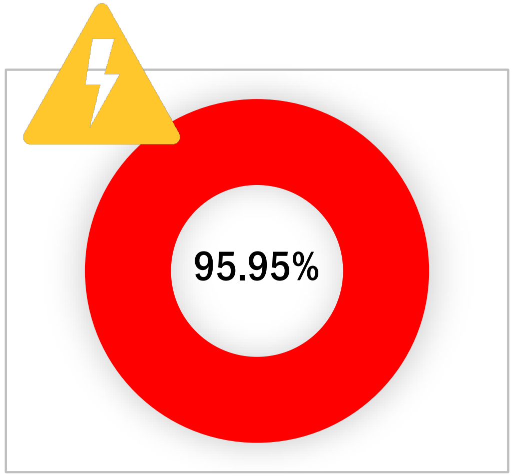
Version: v1.0
Updated: 31/10/25

Produced By: Ben Tunnicliffe

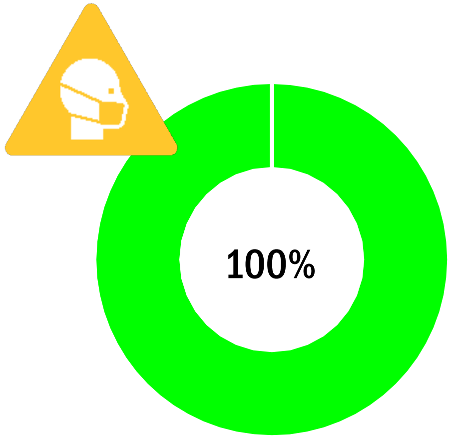
COMPLIANCE MEASURES



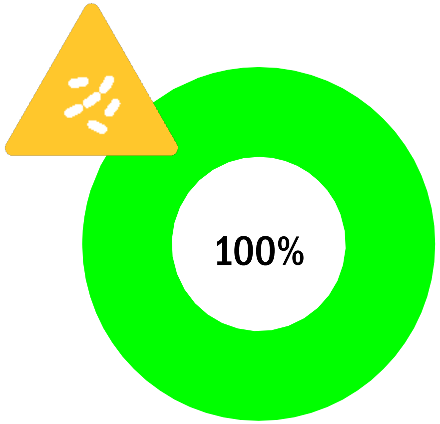
GAS CHECKS



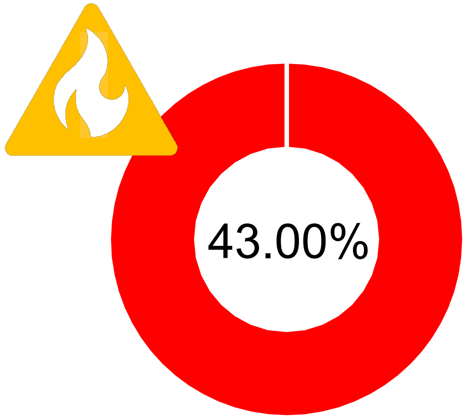
ELECTRICAL TESTING



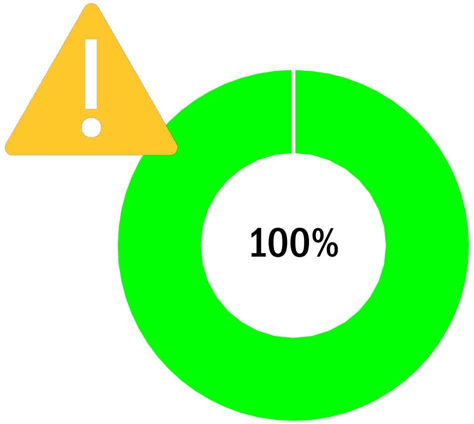
ASBESTOS CHECKS



LEGIONELLA CHECKS



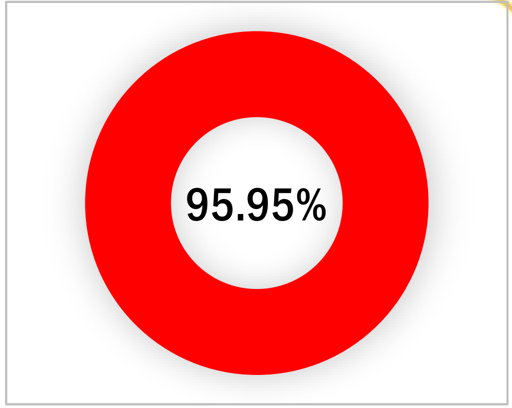
FIRE RISK ASSESSMENTS



LIFT TESTING

Bury Council

Electrical safety



- 5-year Electrical Safety Check in all our homes – from 1st November 2025 – moving from a 10-year regime.
- 95.95% of homes have an electrical safety check less than 5 years old
- 309 electrical safety checks over 5 years old – these are all properties we are struggling to gain access. This is an improvement on the 2,220 overdue in October 2023.
- Each of the remaining properties has been subject to at least three attempted visits and three missed appointments.
- Further collaboration with Neighborhoods is helping us to understand any further tenant vulnerabilities and explore supportive interventions prior to considering enforcement action.
- Weekly reporting is in place to track progress.
- Permanent Compliance Specialist (Electrical Safety) has been recruited and has started in post. Permanent Compliance Manager (Gas, Electrical Safety and M&E) role currently advertised on Greater Jobs.
- Electrical safety data – using The Compliance Workbook. Work has been undertaken to ensure asset list is correct and update to date. All documents in the system are now assigned to the relevant address. Work is ongoing with TCW to check and progress unassigned documents.

Bury Council

Electrical safety – historical data integrity issues

- An audit in January 2025 identified discrepancies in historical EICR records (pre-October 2023) including cases where unsatisfactory certificates where incorrectly recorded as compliant.
- An improvement plan was put in place which includes uploading all the historical certificates from NICEIC, prioritising those properties which were previously flagged as unsatisfactory.
- This data is being uploaded in The Compliance Workbook (TCW) and weekly update meetings booked in.
- Before fully uploading the data, work had to be undertaken to ensure asset list was correct and update to date. This work has been completed.
- All documents in the system are now assigned to the relevant address.
- This has flagged several unassigned documents – work is ongoing with TCW and the Compliance Specialist (Electrical Safety) to check all the unassigned documents and correctly assign or remove duplicates.
- Once this reconciliation work is completed, we will have assurance on the number of completed EICRs, overdue EICRs and any outstanding work where a certificate was unsatisfactory.
- A new five-year programme will then be produced, prioritising the out of date properties and completed by AB Electrical in line with the new proposed 5-year contract awaiting cabinet approval in December 2025.

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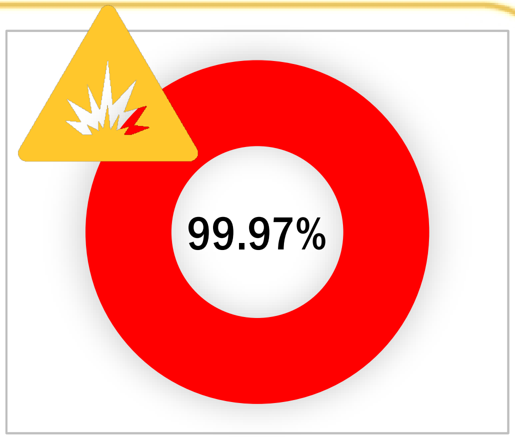
Bury Council

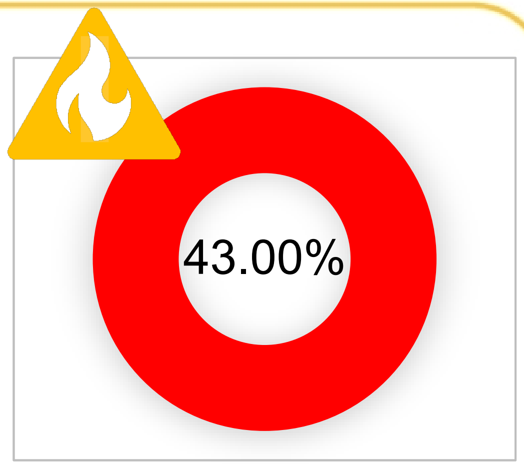
Gas safety

- 1 property 413 days overdue. Currently with legal.
- 1 property 6 days overdue.
- Meeting with legal to review and improve access process
- Recruitment for a permanent Compliance Manager (Gas, Electrical Safety and M&E) currently underway.



Bury Council

Fire safety – fire risk assessments



- New FRA programme to all 293 properties on the programme commenced on the 30/09/25.
- This was as a result of the following outstanding FRAs being identified (by age)
    - 1 year: [100%] 13 properties in total (11 now completed as of 31/10/25)
    - 2 years: [98.39%] 249 properties in total (115 now completed as of 31/10/25)
    - 3 years: [0%] 31 properties in total
- FRAs currently being completed with highest-risk properties currently being prioritised.
- Contractors are in place to deliver assessments and remedial works which are ongoing.
- Recruitment currently underway for a Compliance Manager (Fire, Asbestos and DMC) and Compliance Specialist (Fire Safety)

Fire safety – remedial actions

- An issue has been identified with the reporting of the completion of fire remedial actions.
- Fire remedial actions are the actions that are identified from the Fire Risk Assessments.
- The actions identified are assessed by risk.
- At the point of bringing STH back in house there were over 5000 outstanding fire remedial actions. These were being completed in order of the risk associated with them.
- A review of the data has identified that a number of actions were originally recorded as recommendations rather than actions.
- The revised figure now encapsulates ongoing remedial work from the original surveys
- The remedial work is currently being carried out by the contractors AB Electrical, HPH and Frank Rogers. Timescales will be determined by responses of other contractors.
- The risk for the remedial work is low as there is mitigation in place as the two contractors are still onsite and responsive to any issues that may arise.
- The priorities are the sheltered/extra care blocks (which are close to completion).

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Outstanding Remedial Actions

GENERAL NEEDS BLOCKS Progress Figures - Monthly to date 22.09.25					
Category	**Total**	**Complete**	**Outstanding**	**% O/S**	**Comments**
Doors	2063	1214	849	41.15%	No Access and awaiting spec & costs
Lofts	275	202	73	26.54%	No Access
Communals	275	181	94	34.18%	Ongoing
Signage	275	146	129	46.90%	Ongoing
	2888	**1743**	**1145**	**39.64%**	
HPH SHELTERED BLOCKS Progress Figures - Monthly to date 22.09.25					
Doors	15	13	2	13.33%	Ongoing
Lofts	15	11	3	20%	1-Ongoing 2-Delays
Communals	15	11	3	20%	
	45	35	8	18%	

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Awaab's law

- Awaab's law came into force on Monday 27th October – initially covering Damp and Mould and emergency hazards.
- A new contractor for Damp and Mould has been procured (Bell Group)
- DMC compliance specialist has been leading on communications with all departments including working with Neighbourhoods to strengthen joint working and the no access process.
- Process chart in place to help with identification of emergency and significant hazards to aid with initial contact centre triage to help dictate response times. We have identified that additional training may be required on this.
- Looking at improving process in QL to make recording and reporting easier.
- Emergency repairs cover all emergency hazards outlined in Awaab's law and 100% of emergency repairs are made safe with 24 hours or less.
- Reporting in place from December 2025 to monitor compliance with timescales.
- Permanent Head of Repairs starts on 17th November. A full review of where DMC sits within structure will be carried out along with preparation for further roll out of Awaab's law.

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Agenda Item 9

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Report to	Housing Advisory Board
Date	19/11/2025
Agenda No. & Title	Complaints Half Year Performance Report
Purpose of the Report	This presentation provides a detailed overview of complaints received between April and September 2025, including volumes, themes, outcomes, and Housing Ombudsman activity. It highlights a reduction in Stage 2 complaints compared to the previous year, with all complaints responded to within target timescales. The report also outlines upheld and partially upheld cases, including two Housing Ombudsman findings of maladministration and severe maladministration. It presents key learning themes and service improvements arising from complaints, with a focus on repairs, communication, tailored services, and staff training. The report supports transparency, accountability, and continuous improvement in complaint handling and tenant experience.
Status	For information
Author	Carran O'Grady
Report Contact	Carran O'Grady - Complaint Manager
Appendices	N/A
Background Documents	Housing Ombudsman Determinations; QL Complaint Data
Recommendation/s	N/A
Corporate Plan Objective	☐X **Satisfied Tenants** ☐ X Quality Homes ☐X United Communities
Risk Implications	Failure to act on complaint themes and Housing Ombudsman findings risks reputational damage, regulatory non-compliance, and increased tenant dissatisfaction.
Mitigations/Controls	The report highlights several service improvement opportunities derived from complaint trends and Housing Ombudsman findings. Key learning includes the need for better tracking of repeat repairs, improved communication and escalation handling, and consistent

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	adherence to tailored services. Staff training has been prioritised, particularly around empathy, ASB handling, and QL system usage. Process improvements are underway to strengthen multi-trade coordination, damp reporting, and complaint tracking. These actions aim to reduce recurrence, improve tenant experience, and ensure regulatory compliance
Financial and Value for money implications	N/A
Regulatory/ governance and legal implications	One finding of maladministration (ASB), One finding of Severe maladministration (2018 Case Damp and Mould). Multiple cases await a formal response from the Housing Ombudsman. All actions completed within HOS timescales.
Assets and Liabilities	N/A
Resource Implications	Staff training and system improvements required to support better complaint handling and data recording. Recruitment to the Complaints team is underway as there is currently only on Permanent member of staff and one temporary assistant.
Customer Impact	The report highlights how strategic improvements in complaint handling will directly enhance tenant experience. By embedding clearer escalation pathways, improving responsiveness, and ensuring consistent delivery of tailored services, the organisation will reduce friction in customer interactions and build greater trust. Enhanced empathy in ASB and complex case handling, alongside written action plans and improved communication, will ensure tenants feel heard and supported. These changes will contribute to a measurable reduction in dissatisfaction and align service delivery with regulatory expectations and long-term goals for tenant satisfaction and accountability
EDI Implications	This report does not have a negative impact from and EDI perspective but does help us to identify how we can improve - Training includes empathy and hate crime awareness. Tailored services and reasonable adjustments are being reinforced
Sustainability and Environmental Implications	There are no sustainability or environmental impacts of this report.
Privacy/Data	Complaint data is managed within QL and subject to GDPR

Protection	compliance.
Colleague Impact	Staff development and training in complaint handling, ASB, and QL system usage are underway.
Stakeholder Communications and Reputational Impact	Housing Ombudsman decisions are published and shared publicly.
Next Steps	Continue embedding learning themes, monitor complaint KPIs, and prepare for full-year review. Ensure all Housing Ombudsman recommendations are tracked and reported

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Complaints Performance April – September 2025

Carran O'Grady
Complaints Manager
April to Sept 2025

Suggested Service Name Updates for reporting

- **New** Service Areas
- **Smarter** Complaint Themes
- **New** Complaint Teams
- **Discuss**
- **Approve**
- **Implement in QL**

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Out with the old, in with the new

QL : Currently there are only 3 Team names to document against

- Assets Neighbourhoods Business and Finance

Revised Service Areas will break down as follow:

- ✓ Assets
- ✓ Building Safety Team
- ✓ Contact Centre
- ✓ Neighbourhoods
- ✓ Performance Improvement and Assurance
- ✓ Repairs
- ✓ Right to Buy

Does this fit?

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Complaint Themes

- Adaptation/Capital Work delays
- Condition of property
- Communal Living/Spaces standards
- Delay actioning work
- Failure of Tailored Service
- Health and safety
- Not Adhering to Policy / Working outside Policy?

- Poor Customer care
- Poor Communication
- Poor Quality of work
- Staff conduct
- Unresolved Issue
- Unresolved Property Issues? (risk)
- Unhappy with outcome of Stage 1

Does this fit?

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Complaint Teams

- Complaints Team
- Contact Centre
- Gas Contractor
- Home Building Safety
- Home Energy
- Neighbourhoods - ASB
- Neighbourhoods – Caretaking
- Neighbourhoods - Independent Living
- Neighbourhoods – Lettings
- Neighbourhoods Tenancy Management

- New works and adaptations
- Out of hours
- Other Contractor complaints Repairs and Maintenance
- Right to Buy
- Stock Investment
- Sustainability Leaseholder Team
- Sustainability, Investment & Capital Programme
- Tenant Engagement
- Voids

Does this fit?

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Our six - month journey so far

1. Stage 1 - 64 (62 last year) – all on time
2. Stage 2 – 23 (31 last year) – all on time
3. HOS – 3 new investigations – 6 awaiting allocation of which 5 ASB related, 1 damp related (14 last year)
4. 3 HOS decisions to date
5. 8 HOS decisions outstanding (5 Assets/repairs, 3 ASB)
6. 6 HOS cases awaiting allocation (5 ASB, 1 Assets/Repairs)
7. 137 Compliments

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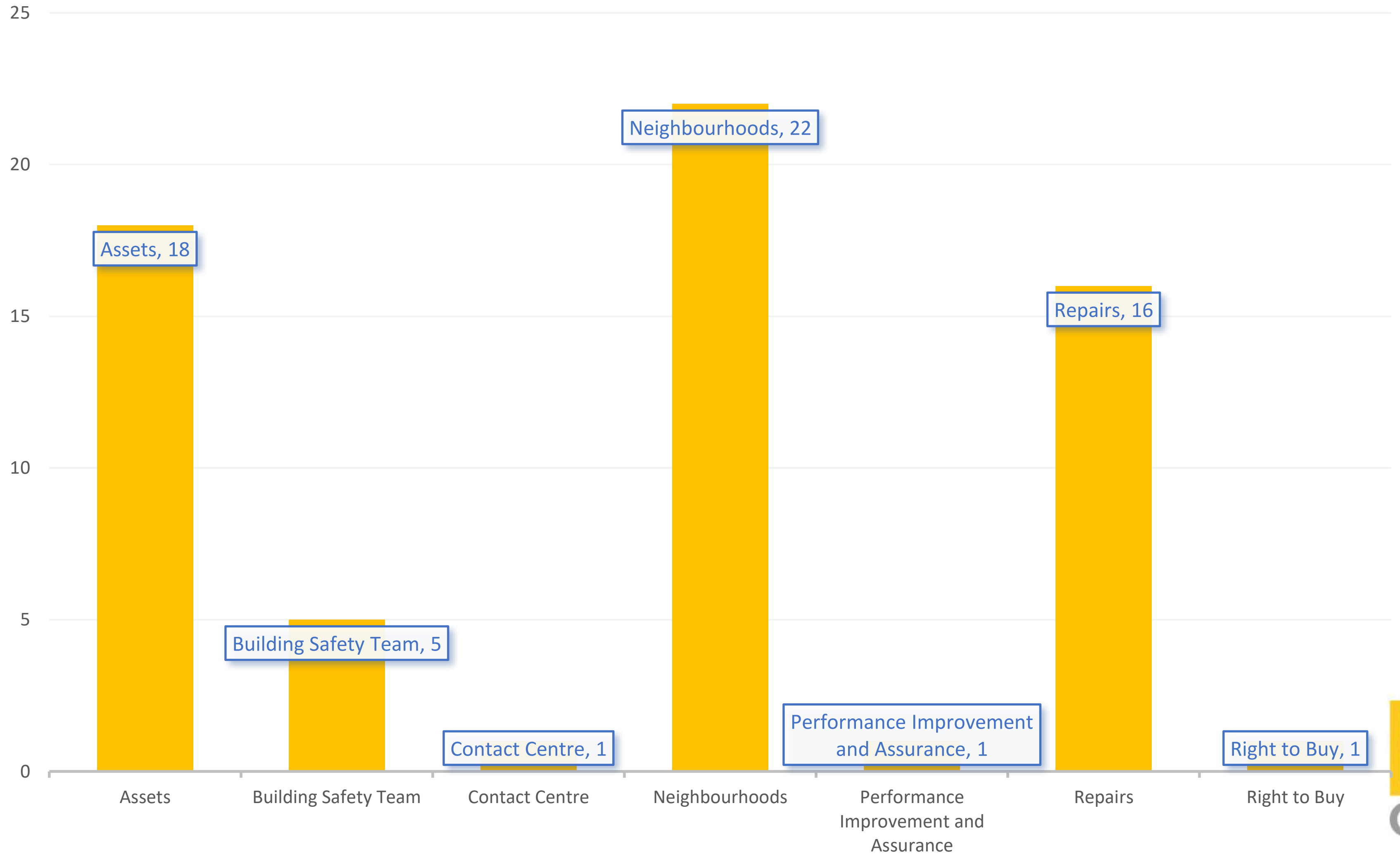
Stage 1 Complaints by **Service Area**



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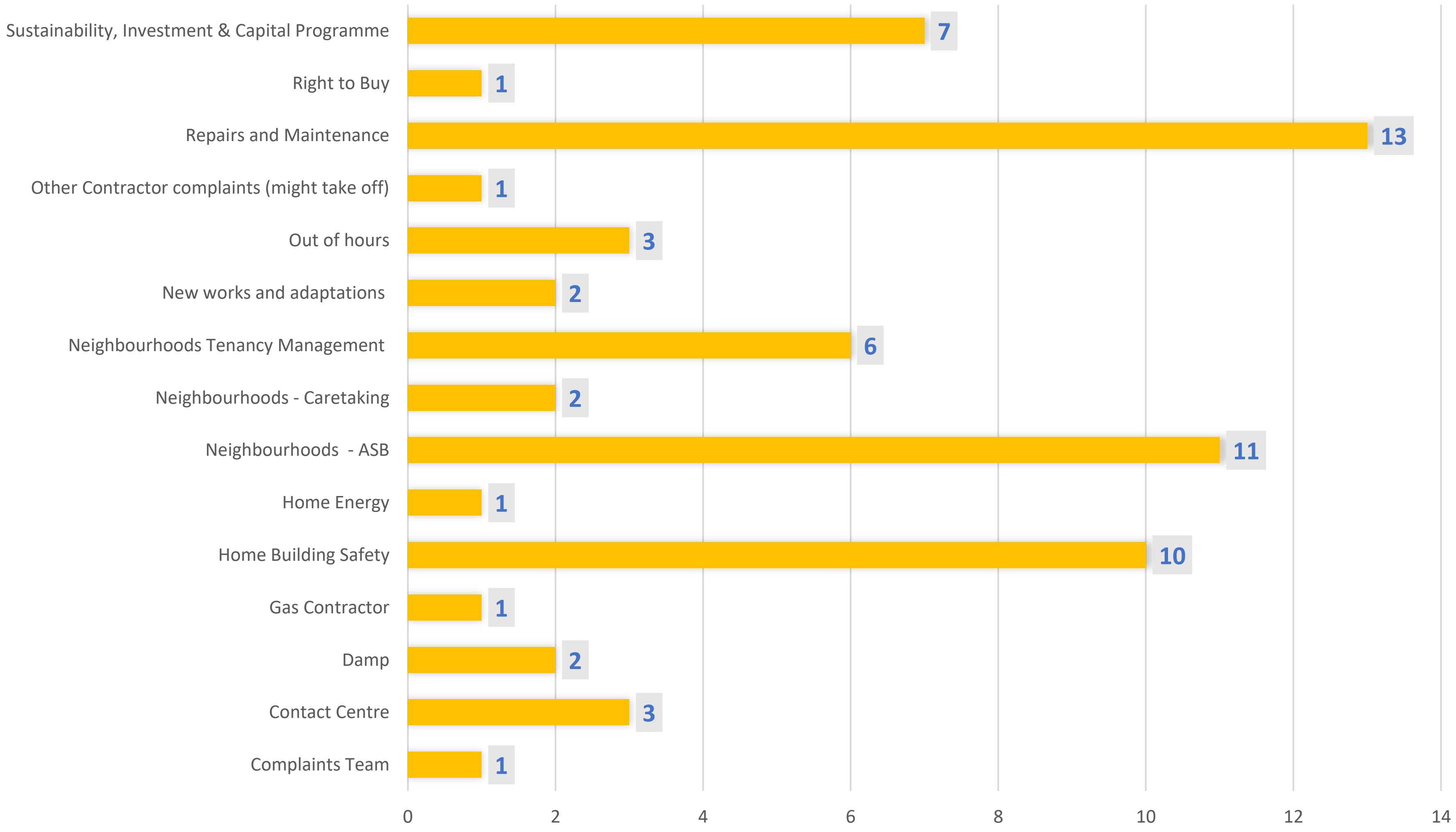
Stage 1 Complaints by **Team**



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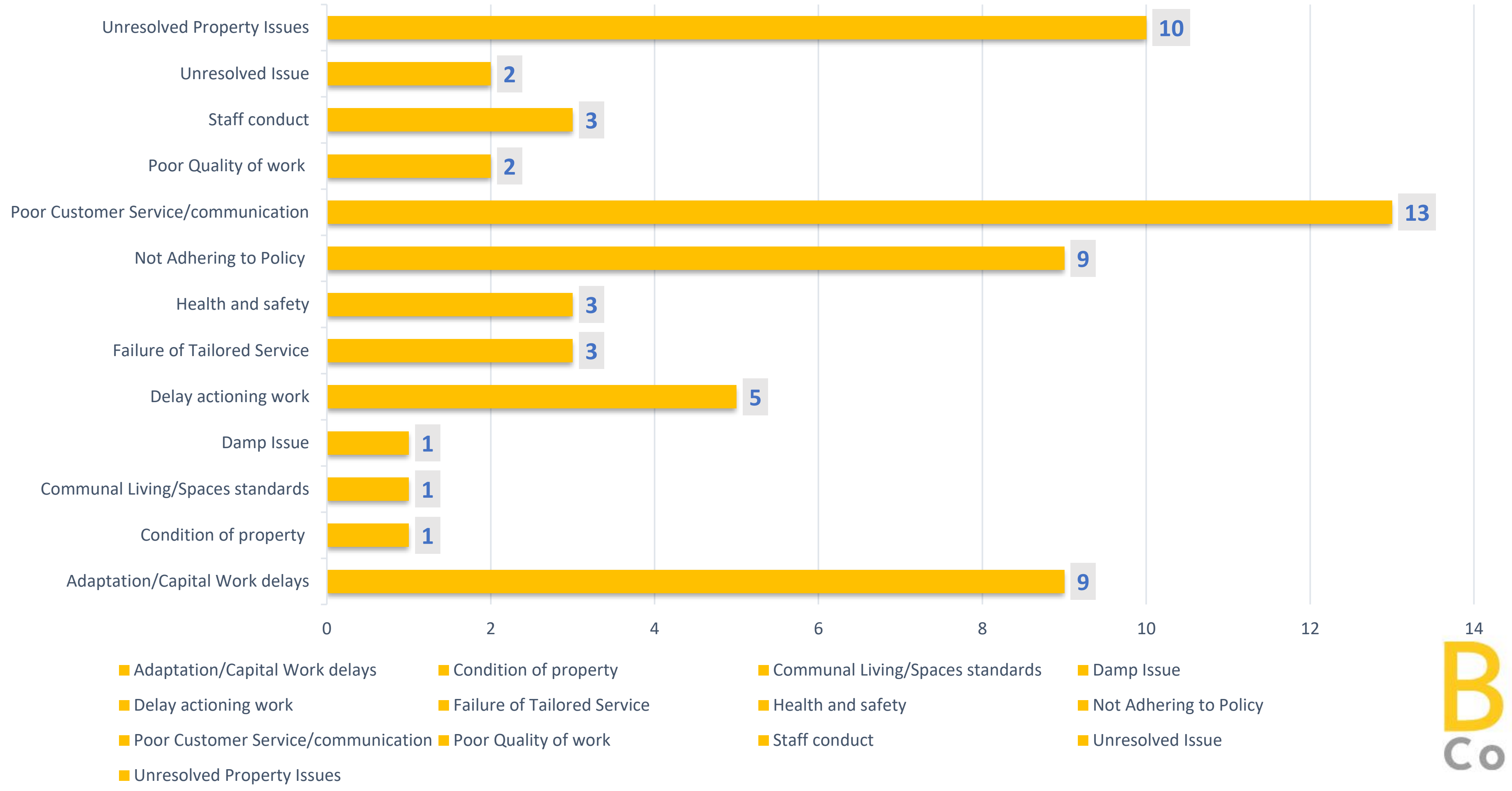
Stage 1 Complaints by Theme



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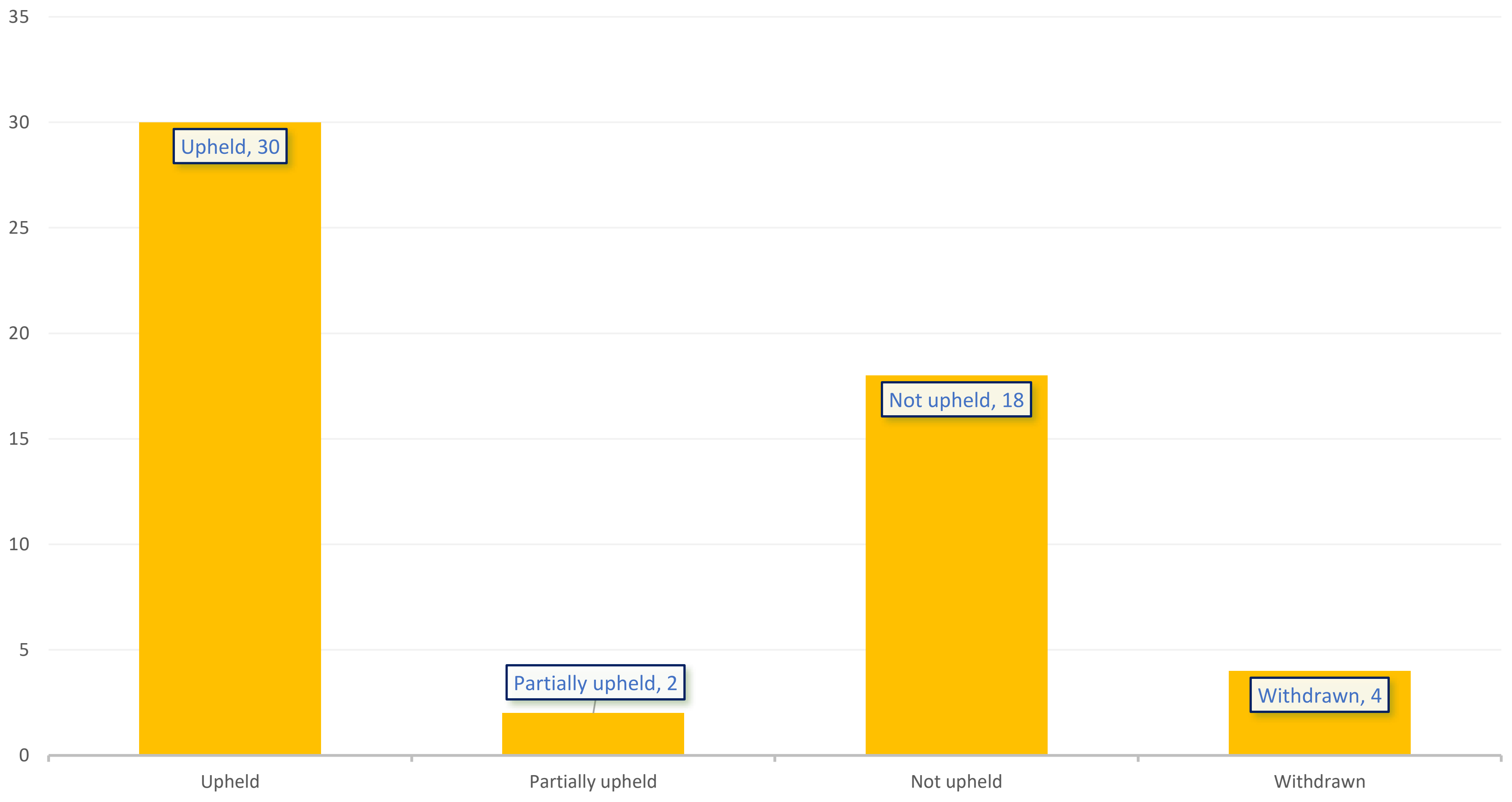
Stage 1 Complaints - **Outcome**



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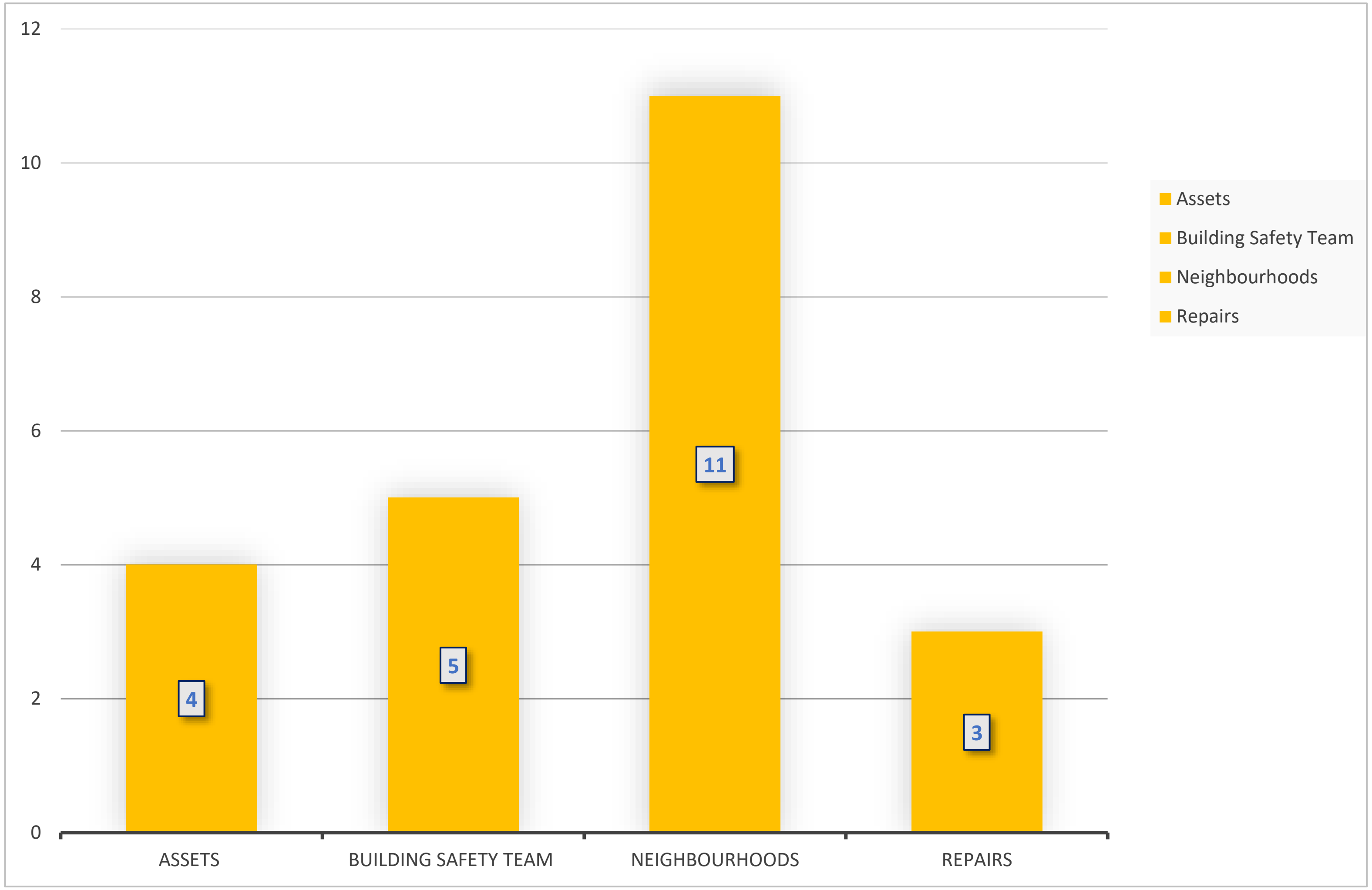
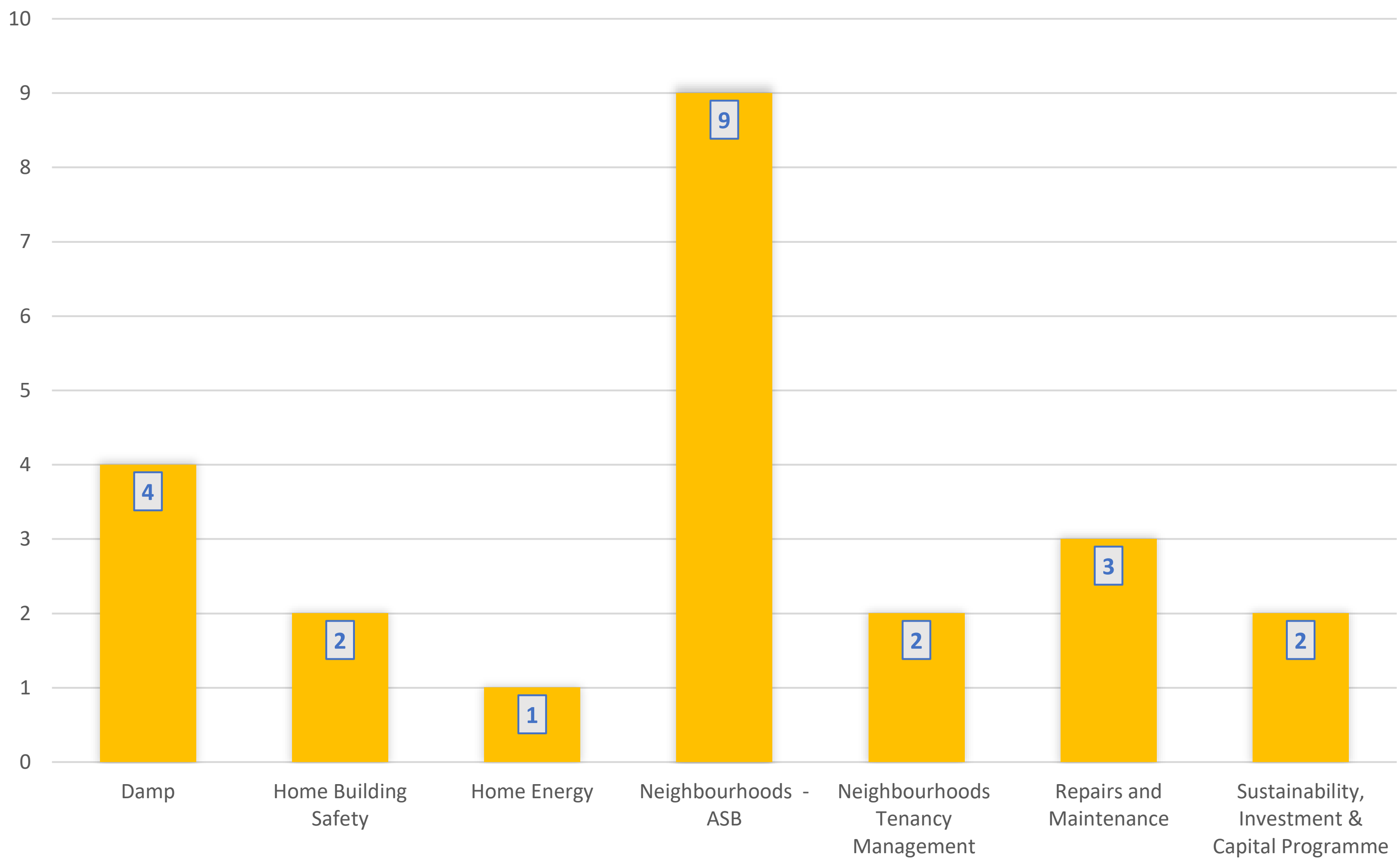
Stage 2 Complaints by **Service Area**



Stage 2 Complaints – **By Team**



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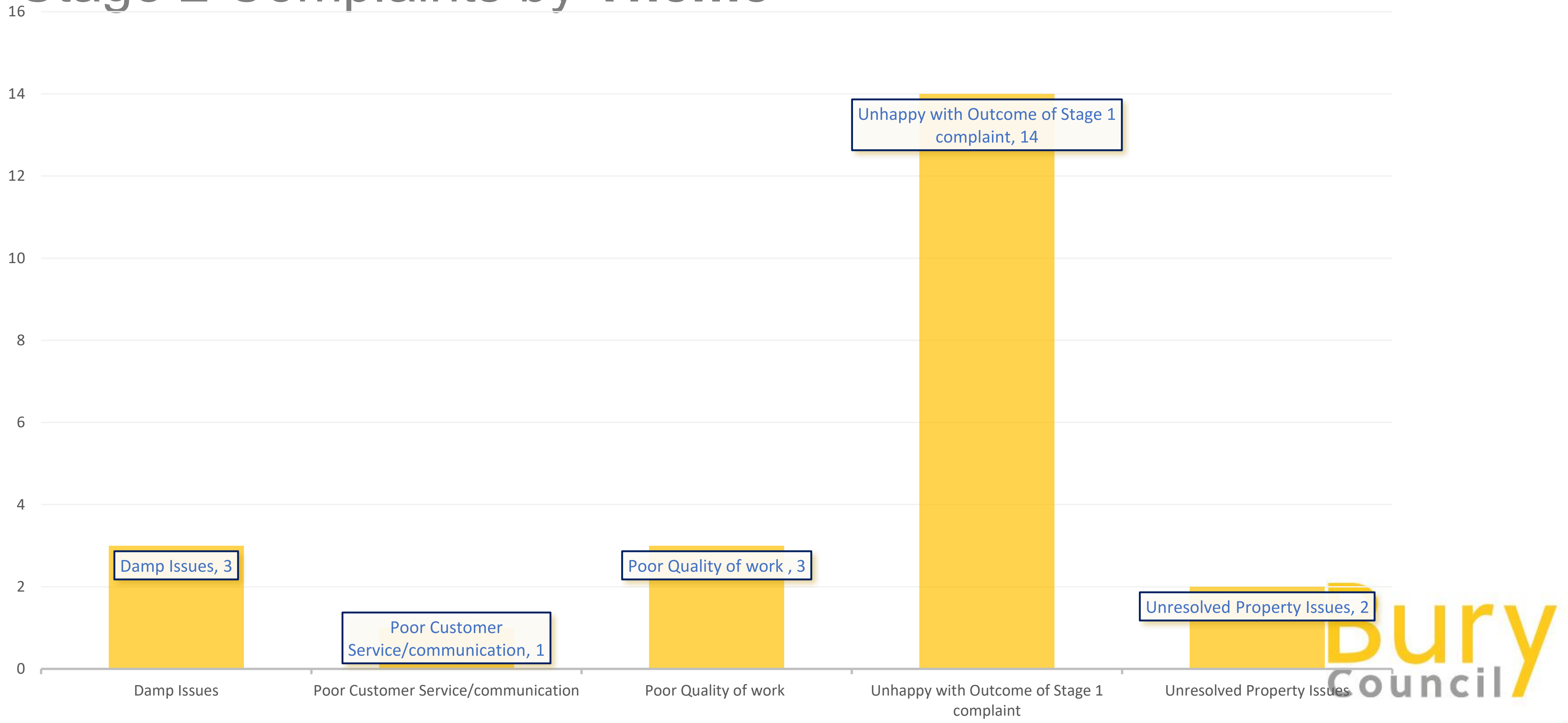
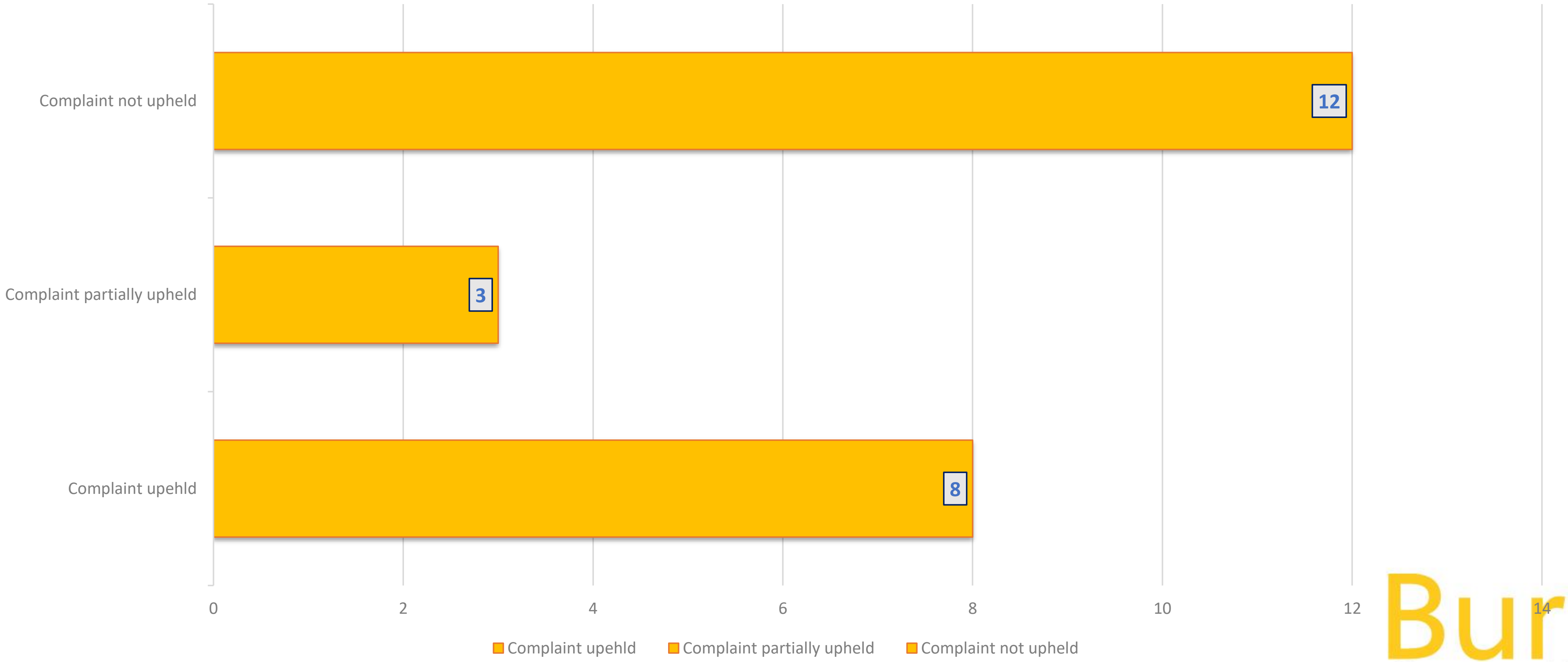
Stage 2 Complaints by **Theme**



Stage 2 Complaints - **Outcome**



Housing Ombudsman Service

3 x Investigation requests

- 2 x ASB (outstanding) 1 x Repairs (non-maladministration)

4 x decisions

- 1 ASB case handling, maladministration
- 2 Repairs non maladministration (Both complex tenants)
- 1 Damp and Mould **Severe** Maladministration (September)
- **8 x awaiting decisions**
- 8 decisions are outstanding with the HOS. 3 ASB related 5 Assets/Repairs.

6 Awaiting allocation

- 6 x HOS cases awaiting allocation - 5 x ASB related, 1 damp/repairs
- See all our **HOS** cases here

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Housing Ombudsman **Severe Maladministration**

Determination:
- Severe maladministration in relation to the landlord’s handling of damp&mould.
- Severe maladministration in relation to the landlord’s complaint handling.

Orders and recommendations

Within 4 weeks of the date of this report, the landlord is ordered to:

a. Write a letter of apology to the resident which addresses the failures highlighted in this report and the learning taken to prevent recurrence. This apology is to come from the Chief Executive.

b. Pay directly to the resident the sum of £2400 compensation for the failings identified.

(i) This includes an additional £400 per year (£2,400) for the severe impact of the failings identified from the start of the tenancy to when the pod was replace

(ii) This includes £300 for the failings identified in the complaint han  een March 2021 to 2024. **All actioned completed within HOS timescale**

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Housing Ombudsman **Maladministration**

Determination:
a. Maladministration in the landlord's handling of the resident's reports of issues with her neighbour.
b. Maladministration in the landlord's handling of the resident's queries about
the wellbeing charge and concerns about changes to nighttime care provision.
c. Maladministration in the landlord's complaint handling.

Orders:
1. Apologise to the resident for the failings identified in this report.
2. Pay the resident compensation of £1,400 which comprises:
3. Review its handling of the resident's reports of "verbal and physical abuse" and assault. It should consider: -

i. *Whether amendments to its ASB local offer are required to provide clarity on its purpose and application.*
ii. Why it did not log an ASB case.
iii. How its failure to log a case impacted on its handling of the report. iv. The impact of its handling on the resident. v. Whether further ASB training is required for staff.
Completed within HOS 8-week timescale.

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Compensation – Six months

All awards 2025-26	£12,147.22		Directorate	£12,147.22	All Payments raised (including rent deduction)
HOS	£4,150.00		Assets/Repairs	£9,097.22	
Stage 1	£5,647.22		Neighbourhoods	£3,050.00	
Stage 2	£2,350.00		Business	£0.00	

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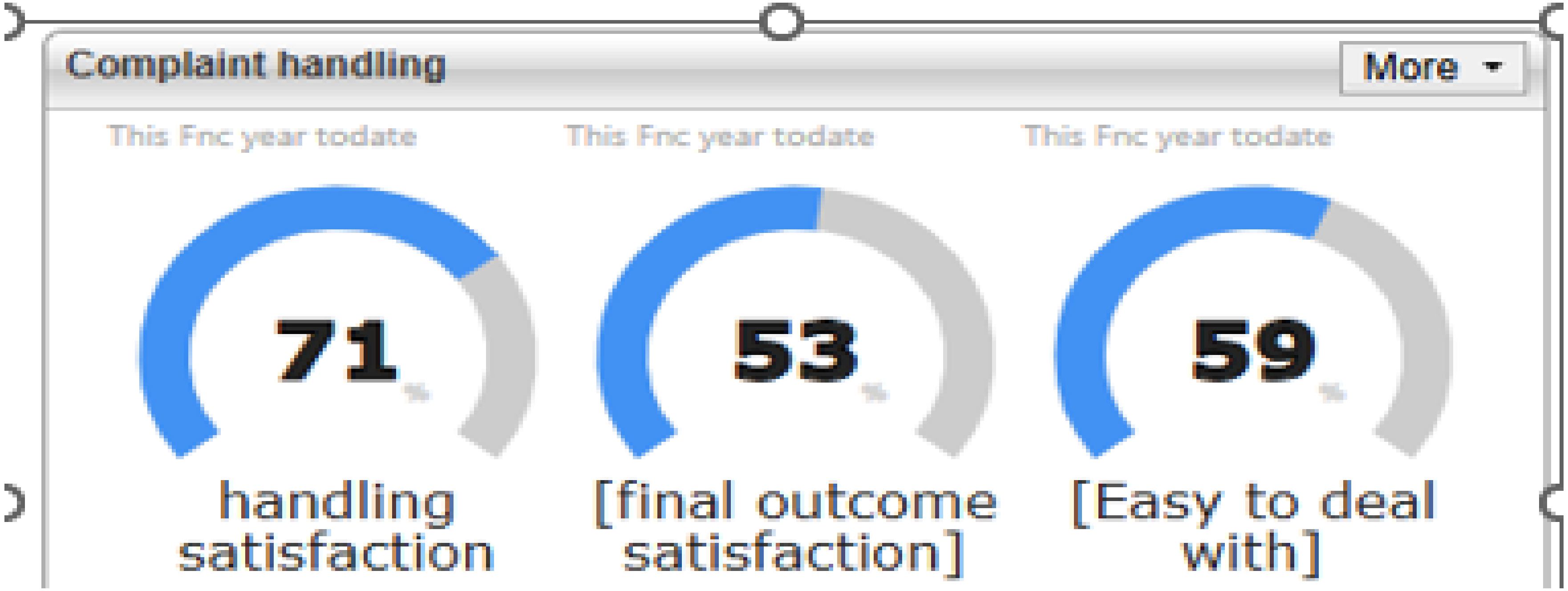
Customer Transactional and Perception Satisfaction



6 compliments from complaint handling to be logged

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Learning – six months in

Learning Theme 1

Repairs & Follow-On Jobs

- Review repeat repair issues and alert managers.
- Emergency/urgent repairs now scheduled for **morning slots** (not all-day).
- Repairs cannot be cancelled if visited/agreed, even if disrepair claim arises.

Learning Theme 2

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Customer Service & Communication

- Address unanswered chases **(escalations)** and improve tenant communication.
- Ensure reasonable adjustments (alternative contact arrangements) are recorded and followed.
- Action plans and agreed actions must be **put in writing**.
- Improve ASB communication and empathy training (including hate crime cases).

Learning Theme 3

Training & Staff Development

- More training for handling difficult customers.
- 1-2-1 training for Housing Officers on QL system for recording tenant requests.
- Contractors need training on surveys, reasonable adjustments, and customer service.
- ASB training refresh in September with empathy section.

Learning Theme 4

Process Improvements

- New tracker for multi-trade/several actions (SPOC: Andy Weekes).Review systems for recording tenant email enquiries and signposting. Repairs are reviewing tracking systems for inspections and complaints. Review Tenant Incentive Scheme end-to-end process.
- Ensure damp reports are logged and overdue actions identified

Learning Theme 5

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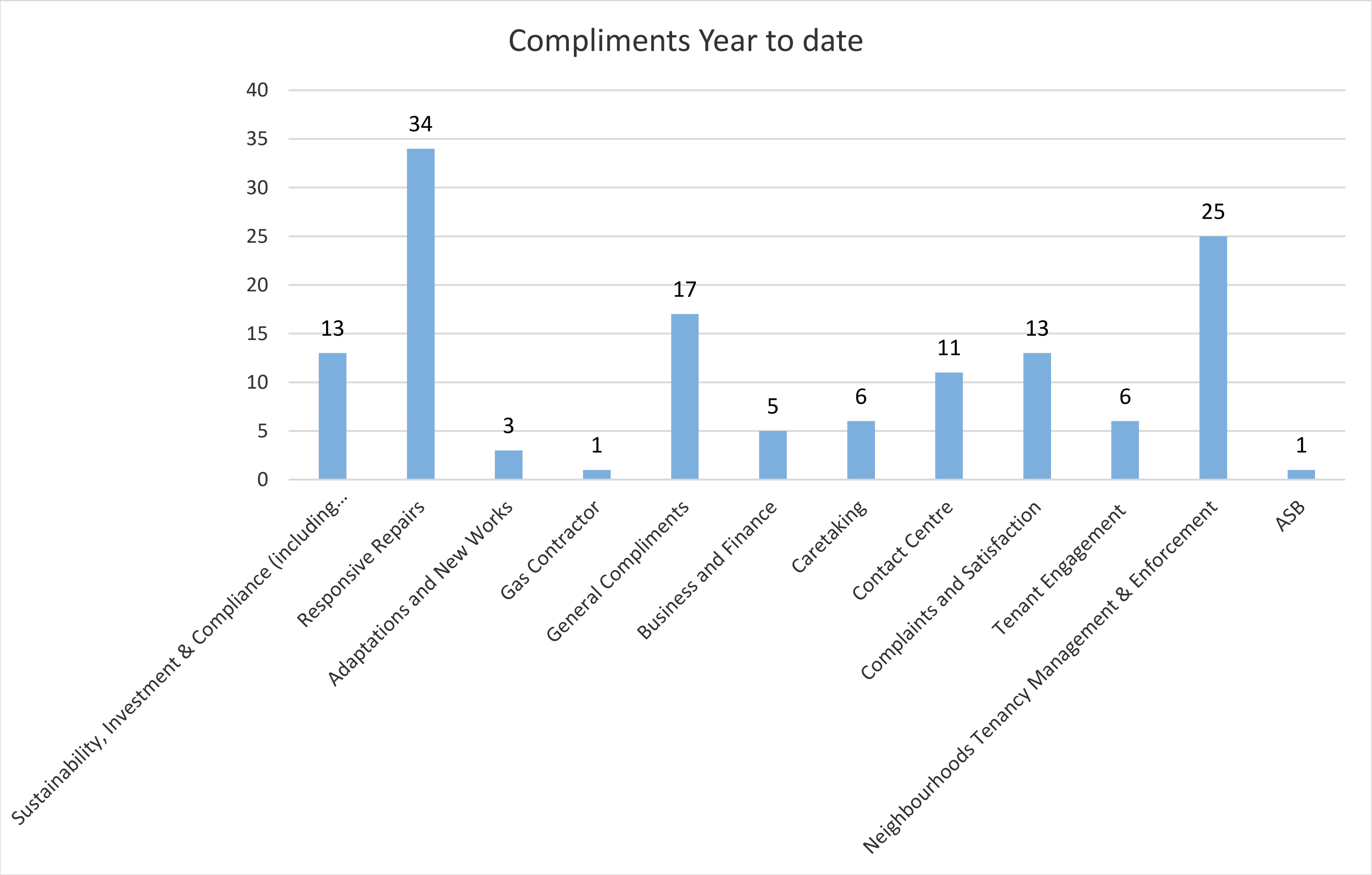
Special Considerations

- If decoration impacted by delayed repairs (our fault), redecorate to original standard.
- Consider kettles/emergency packs for tenants during emergencies.
- Temporary decant option for severe cases.
- Tailored services must be adhered to when arranging appointments.

Learning Theme 6

- **Operational Reminders**
  - Notify Housing Officers if lock codes change.
  - Log extra care tenant issues on QL.
  - Remind staff about forwarding workflows when absent.
  - Review minor adaptations tracking and cover for absent staff.
  - Feedback to staff: cancelled tenant appointments. No Access; re-arrange via preferred contact.

Compliments



Any questions, happy to help

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Housing Services Quarterly Report.

Version: v1.0
Updated: 24/10/2025

Data as: Q2 FY'25

Produced By: Claire Rogan

Agenda Item 10

CONTENTS

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Forecasts and R^2 values

- To forecast we need to see the trend in the data, so we add a trendline.
- The trendline shows us the direction to go in to see where we will be in the future, a bit like a Satnav.
- But how do we know if it's the right direction?
- The R^2 values tells us between 0 and 100 how accurate the Satnav is, 0 is the worst and 100, the best. R2 values will be better when there are fewer fluctuations in the data.
- Low values just mean that there are a lot of ups and downs in the data

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Performance forecasts for the next two quarters

- The following slides show forecast for each indicator.
- The forecasts are taken from a snapshot of the indicator outcome at the end of quarter three.
- The projected trend for each indicator shows what will happen in the next five months **if we do nothing**.
- These forecasts should be mitigated by what actions we currently have planned and any future planned actions we might bring in to play.
- The detail of these actions are documented in exception reporting embedded in the monthly scorecard.

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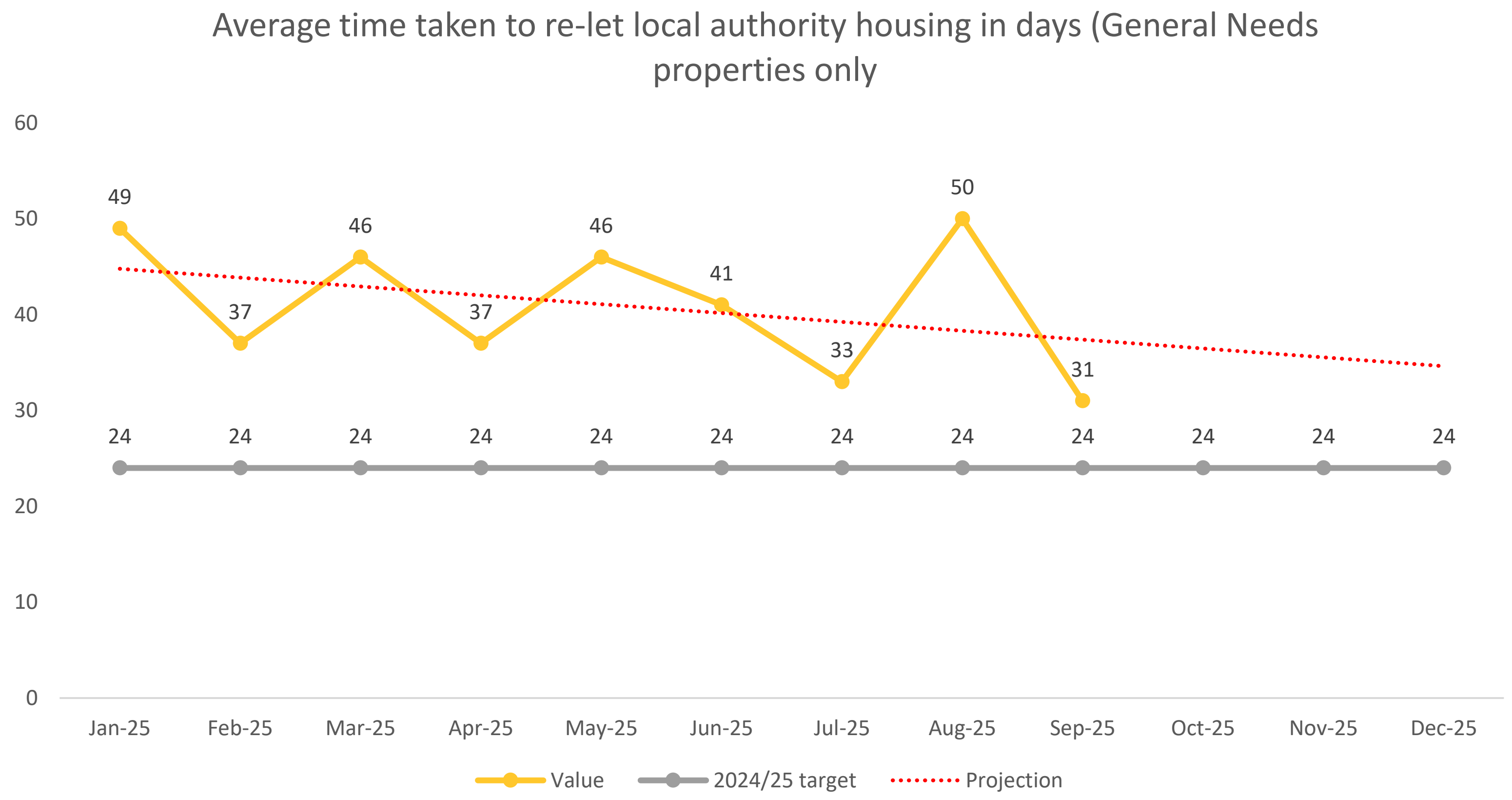
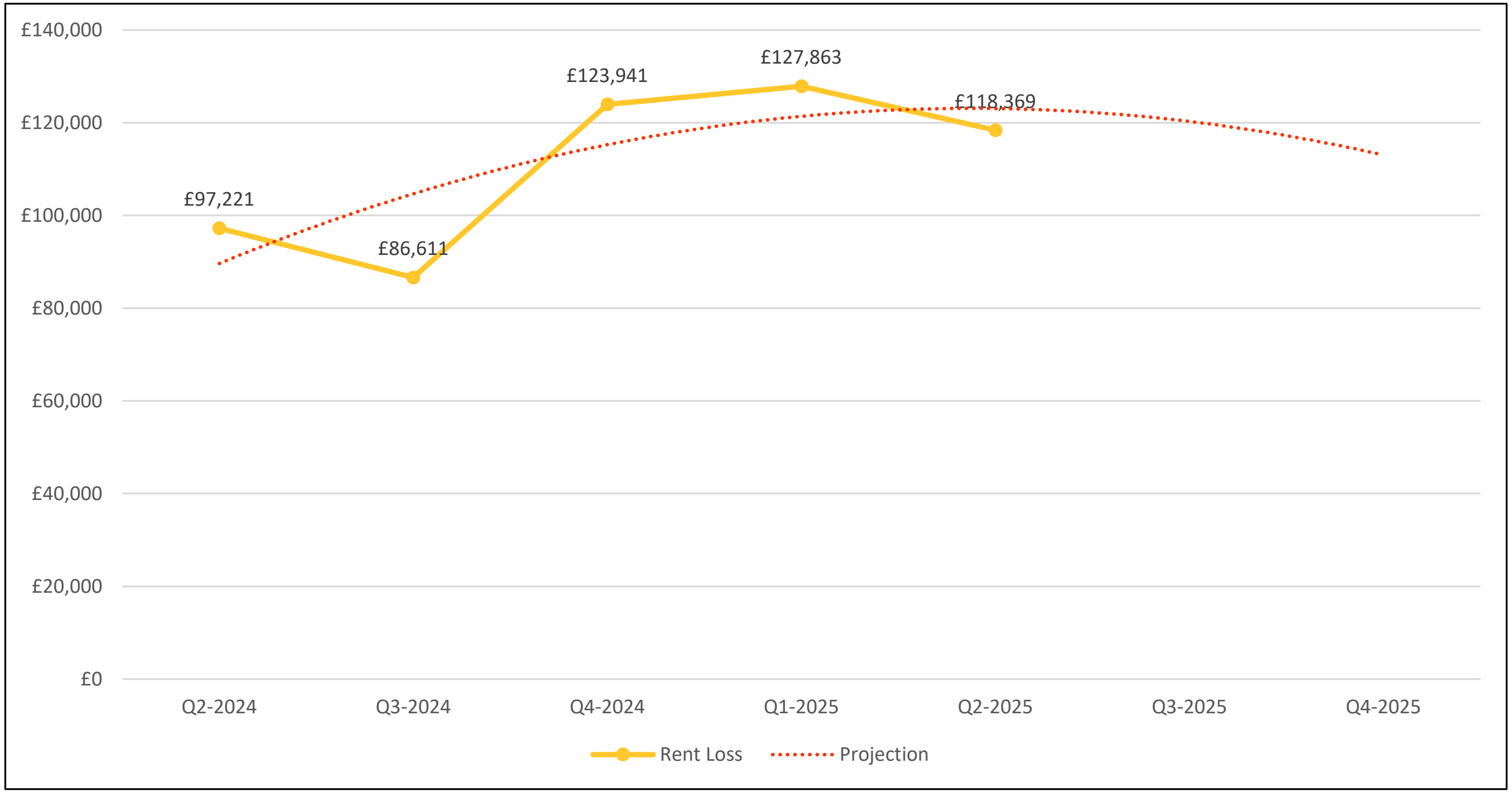
VOID PROPERTIES

Void Properties:- Re-let times (Rolling Average)



Q2 performance was 39 days against a 24-day target — a slight improvement on Q1, but further progress is needed to meet expectations.

Rent loss from vacant homes



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Factors affecting Relet (voids) performance

Property condition

Over the quarter many properties came back to the voids team in poor condition and required full decoration by contractors

Delays from the OT assessment are still impacting turnaround

One property had a major flea infestation which proved very difficult to eradicate

What are we doing?

As mentioned in the previous quarter we are encouraging Neighbourhood Officers to carry out a tenancy visit 12 days prior to the tenancy end date so the void team are aware prior.

How are we doing?

Performance is steadily improving and with the restructure of the repairs team it is anticipated to carry on in this trajectory

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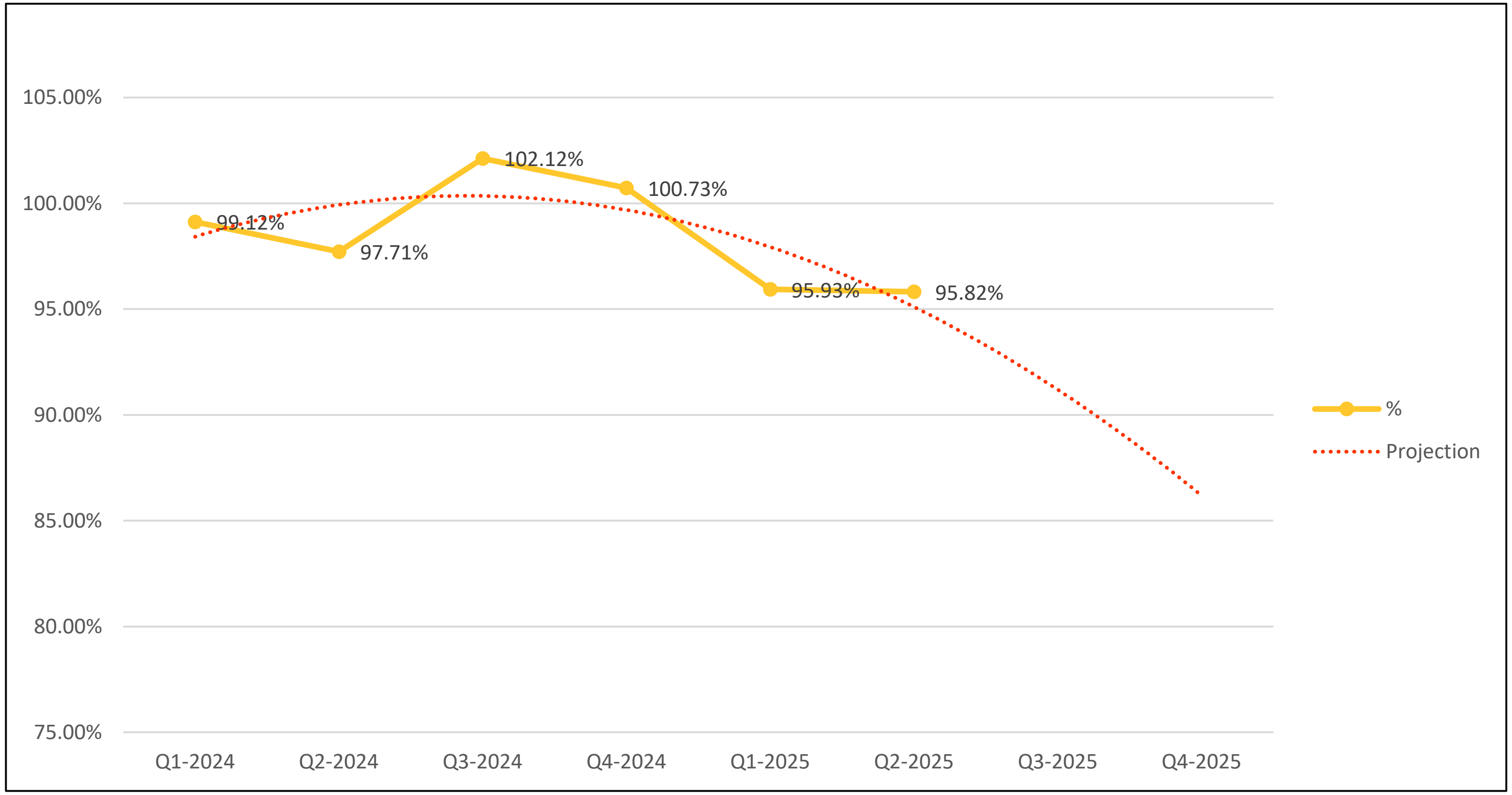
RENTS

Rent Collection
Proportion of rent collected (BURY properties only)



Current target is 99.5% with a YTD collection rate of 95.82%. When this percentage drops arrears increase. When comparing ourselves to our peers we can see that this collection is an average.

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Rent Collection

- Rent collection continues to be a challenge and factors impacting collection rates this quarter include the service restructure. This involves training new staff to provide more capacity to the rent collection function.
- The implementation of a new caseload manager “Voicescape” is well under way with an anticipated go live in November. A new draft debt recovery policy will be completed for review in the next quarter.
- The seasonal increase in arrears is anticipated to reduce by the end of Quarter 3
- Hubs are being set up in regional locations. Our Resident Support Hub at Prestwich Library is now open, with further sites in Bury, Ramsbottom, Radcliffe and Whitefield to follow.
- The Resident Support Hubs provide face to face support to residents for all things welfare and collection. Prestwich has been live for 3 weeks and analysis will be completed and reported as the service is more established.
- New target for arrears as a proportion of rent roll (4.5% from April 25 on) is to reflect current economic environment and challenge as well as a more realistic target and provide opportunity to begin more incremental year on year improvements.

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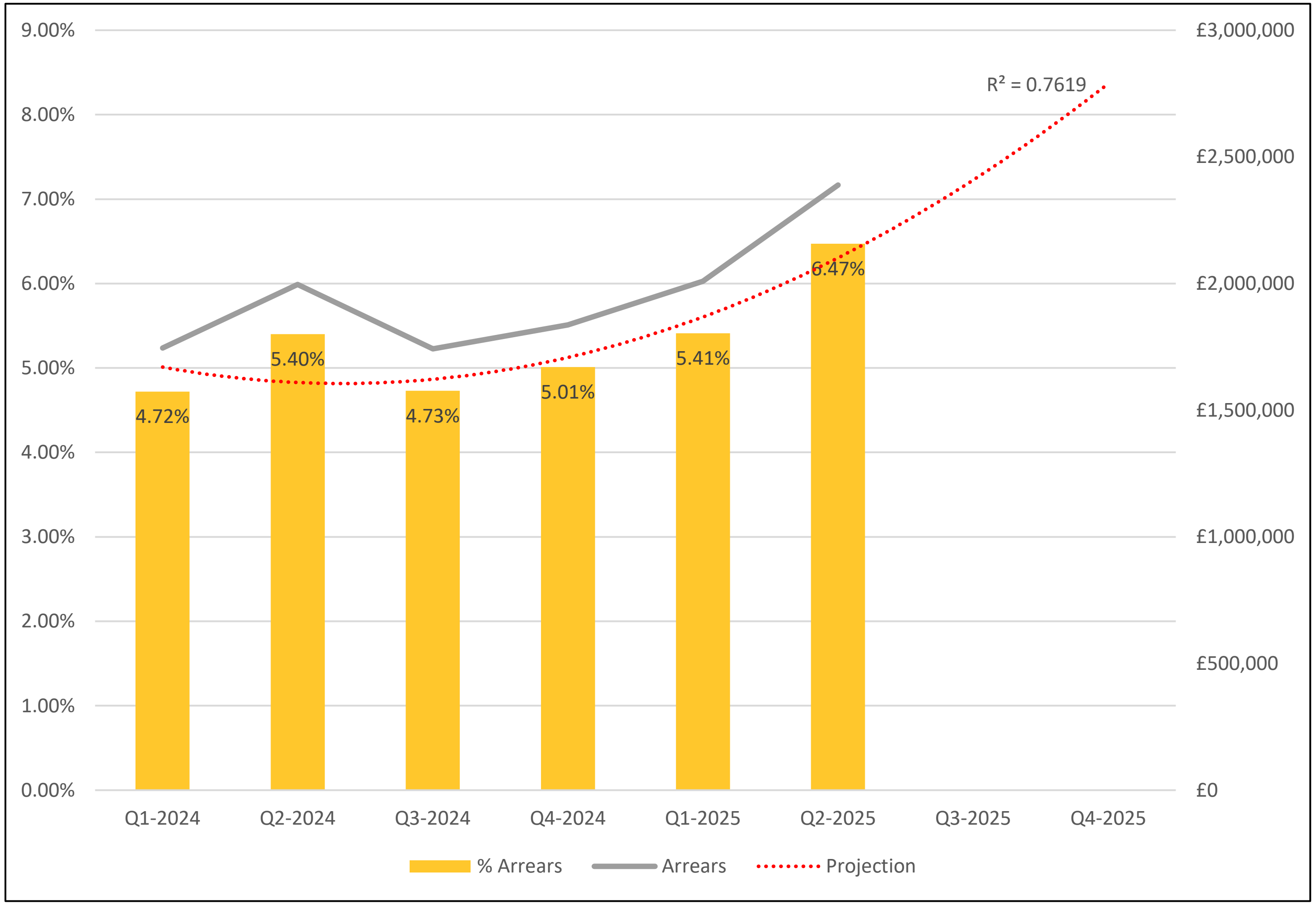
Total rent arrears (Bury Council Stock)



Current target is 4.5% with a 24/25 YTD performance figure of 6.47%. Our current performance is slightly above the average when compared to GMHP benchmarks.

AVERAGE	MINIMUM	MAXIMUM
4.95%	4.5%	7.03%

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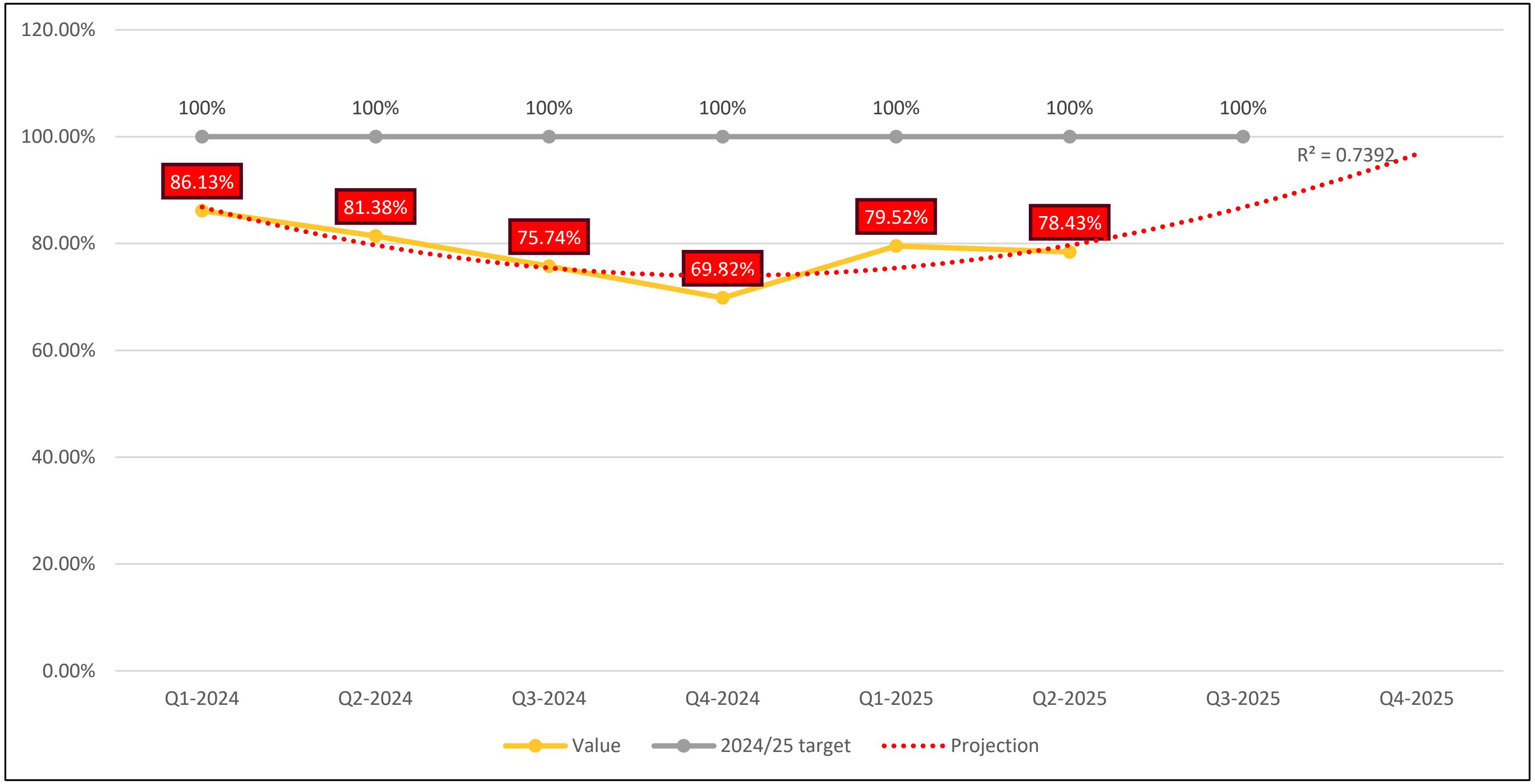
REPAIRS

Percentage of non-emergency repairs completed within the landlord's target timescale



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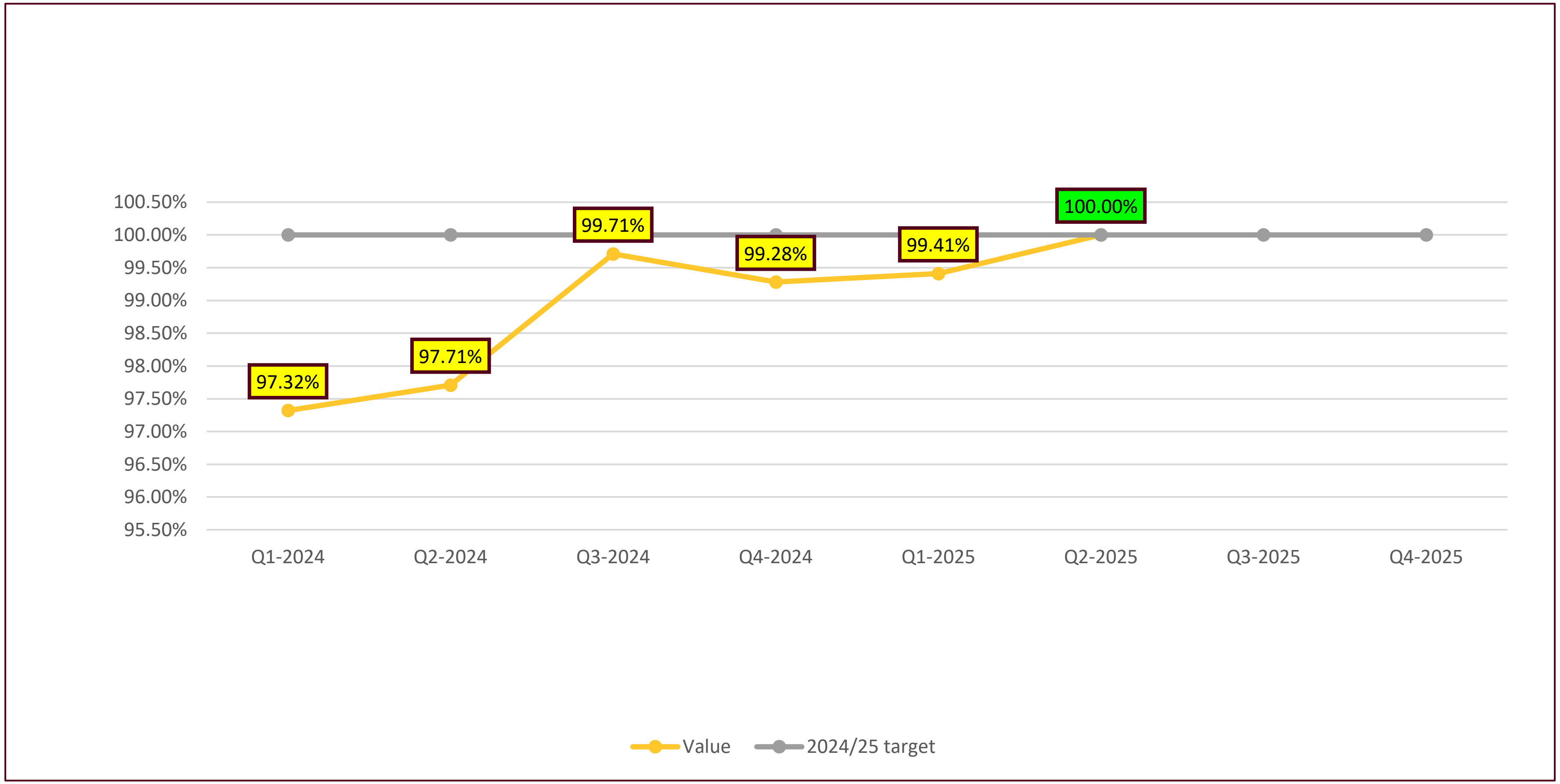
Percentage of emergency repairs completed within the landlord's target timescale



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Repairs performance

Factors impacting performance:

- Too many jobs are being generated as emergencies when they should be urgent or even routine.
- Aging stock and limited budgets
- Higher than average sickness levels
- Impress stock mismatch between stock required vs stock in stores

Steps being taken to improve performance:

- Permanent Head of Repairs to start November
- Analysis of why emergency jobs are being classified incorrectly has commenced, this will result in training for contact Centre Staff.
- Operators now require supervisors' permission to create a follow-on job.
- All sickness trigger are being managed within HR processes.
- Workshop with Stores is planned for October to address and resolve any outstanding issues.

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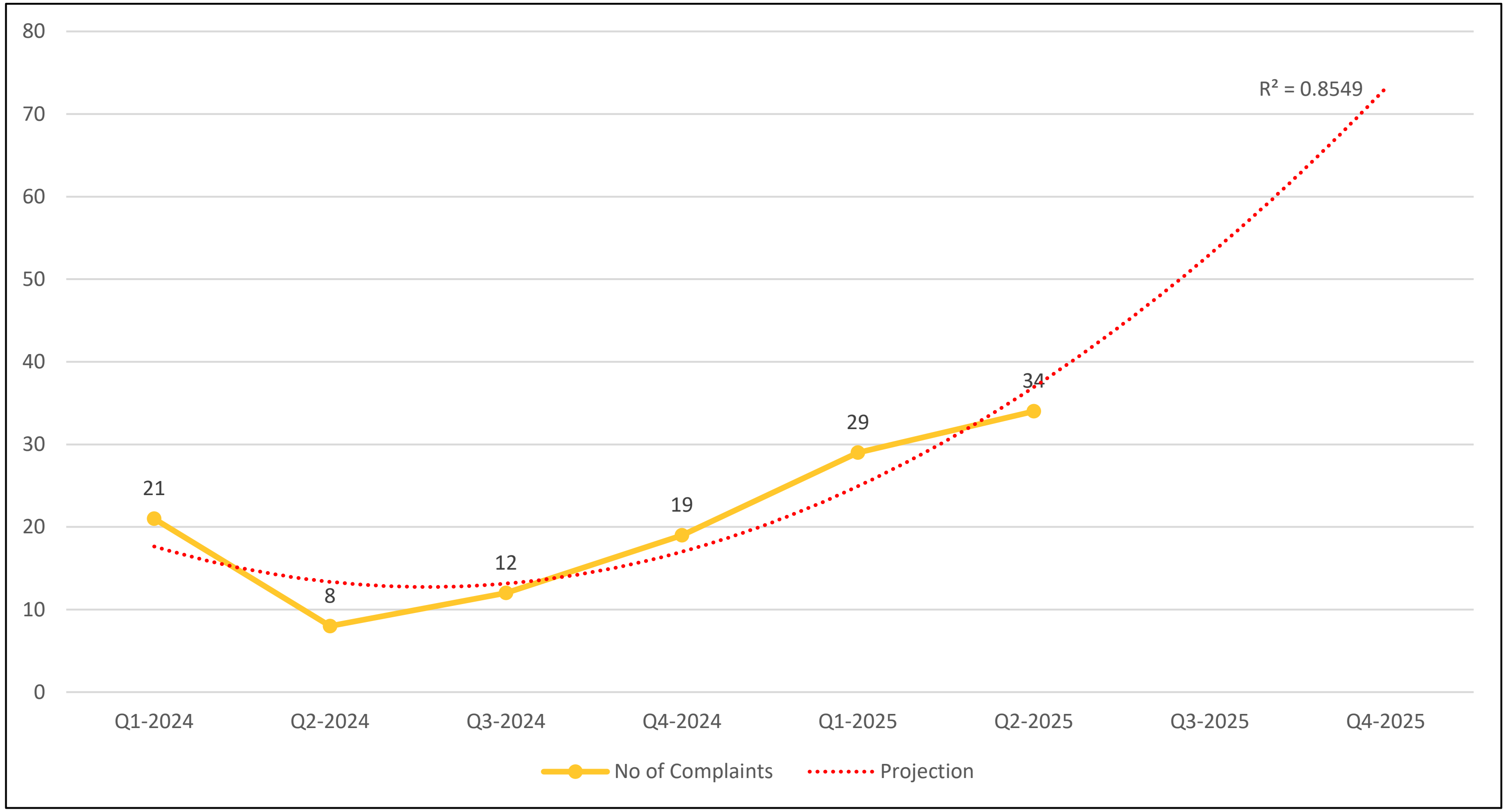
COMPLAINTS

Number of complaints - Stage 1



Total stage 1 complaints received Q2: 34
Total stage 1 complaints received Q1:29
The increase is positive (previously underreporting) and improved logging, creation of clear staged process maps.

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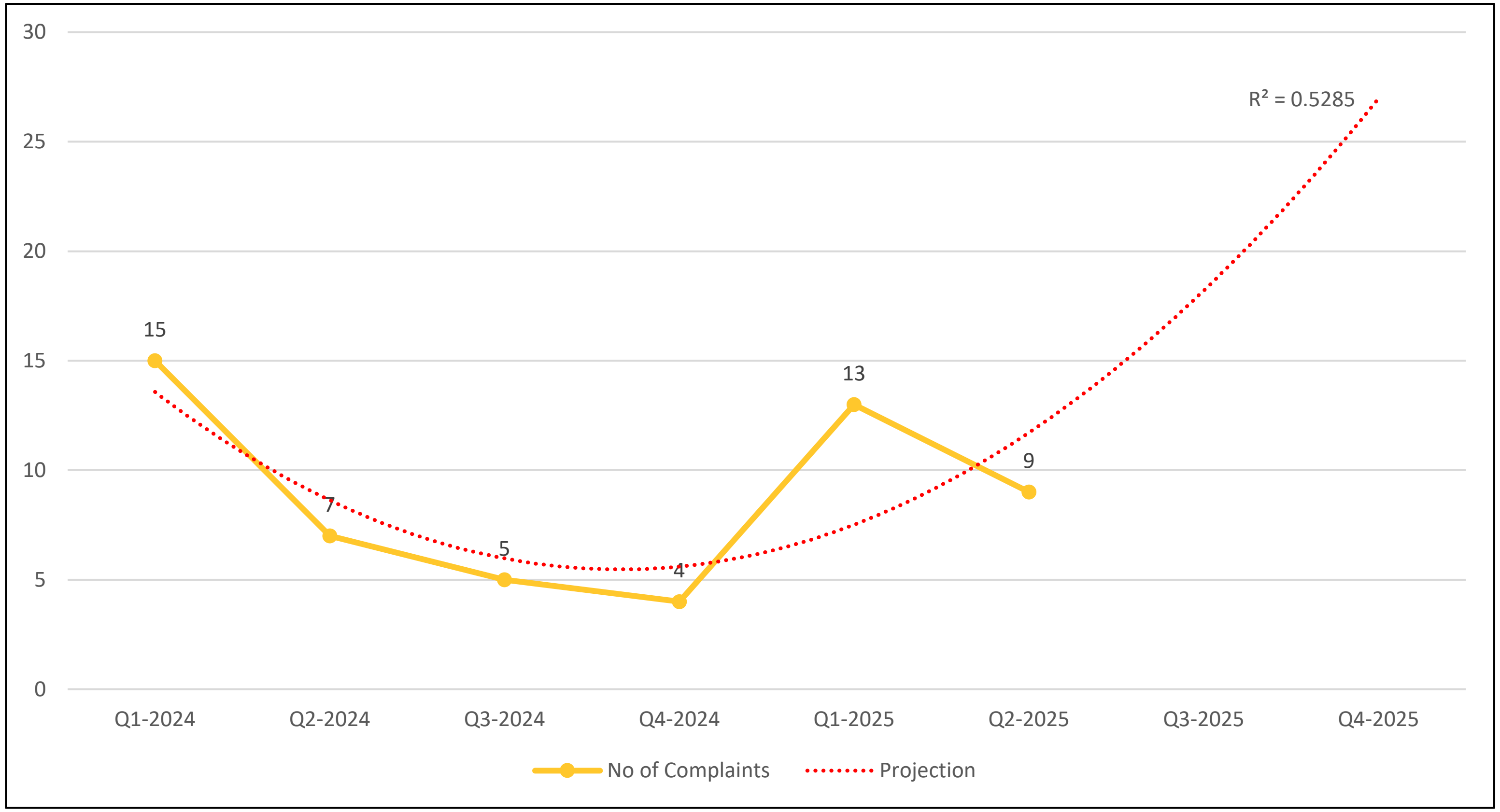
COMPLAINTS

Number of complaints - Stage 2



Total stage 2 complaints received Q2: 9
Total stage 2 complaints received Q1:13.
We have seen an increase in complaints but less have escalated to stage 2 this quarter.

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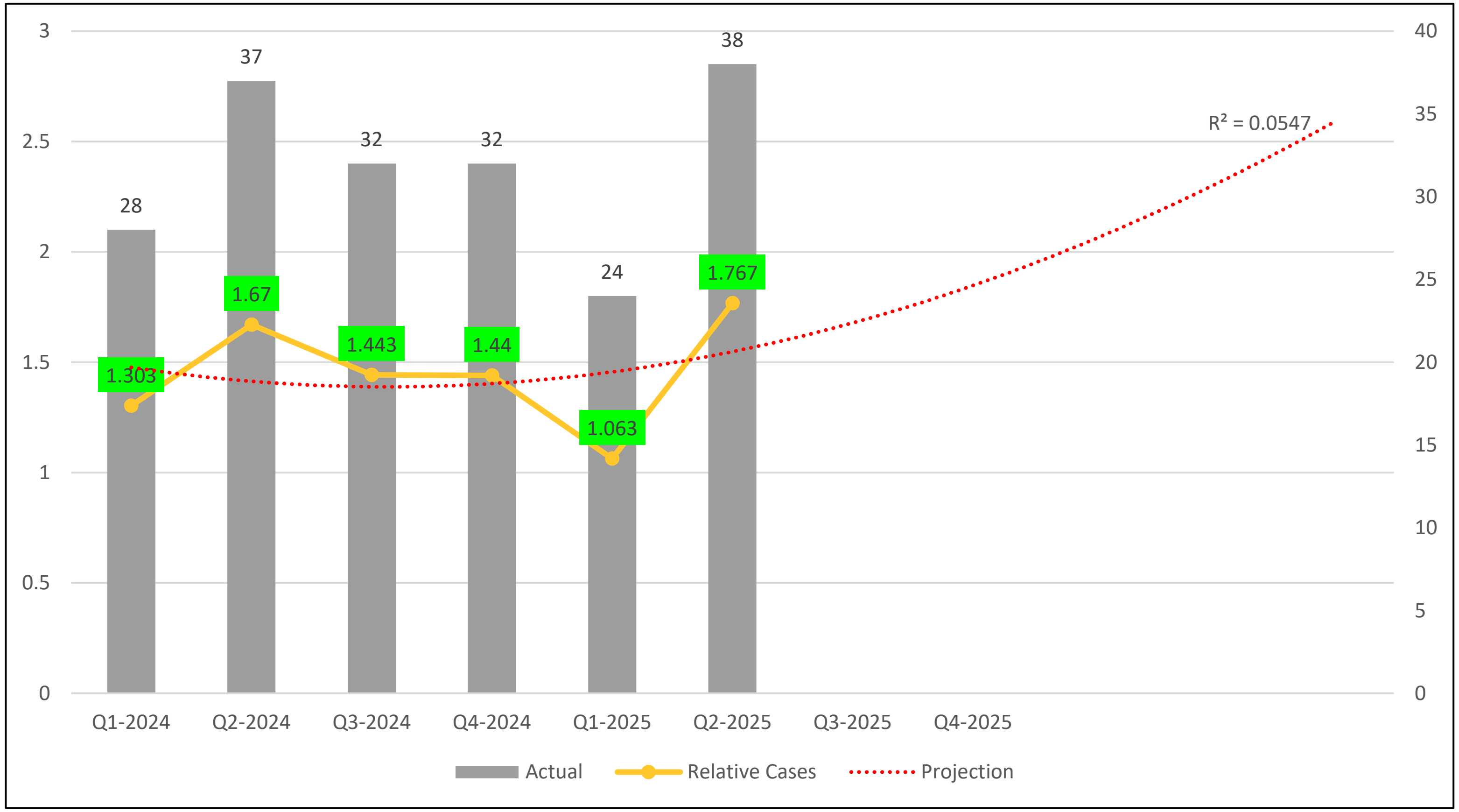
Anti-social behaviour cases relative to the size of the landlord



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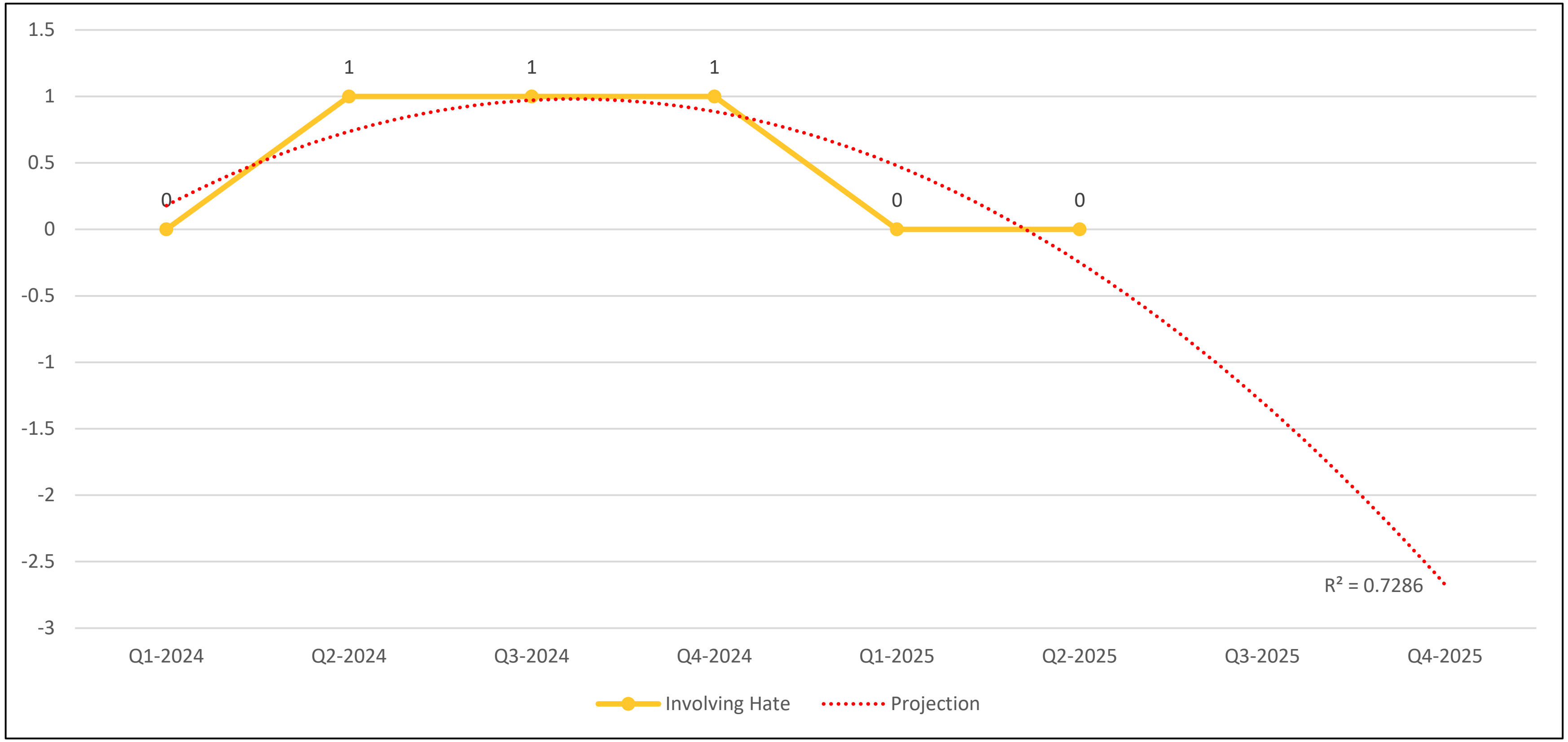
Anti-social behaviour cases that involve hate incidents



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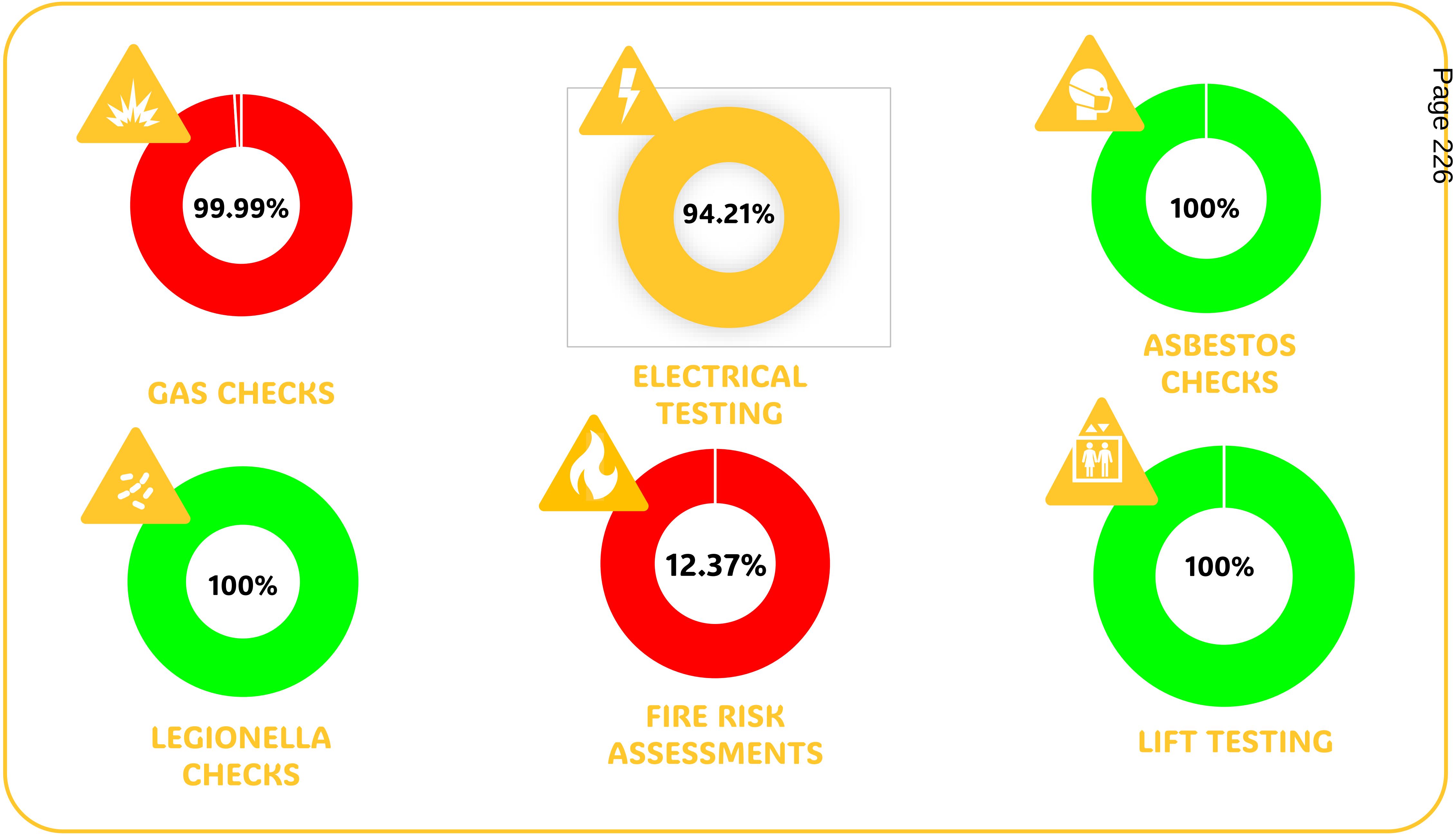
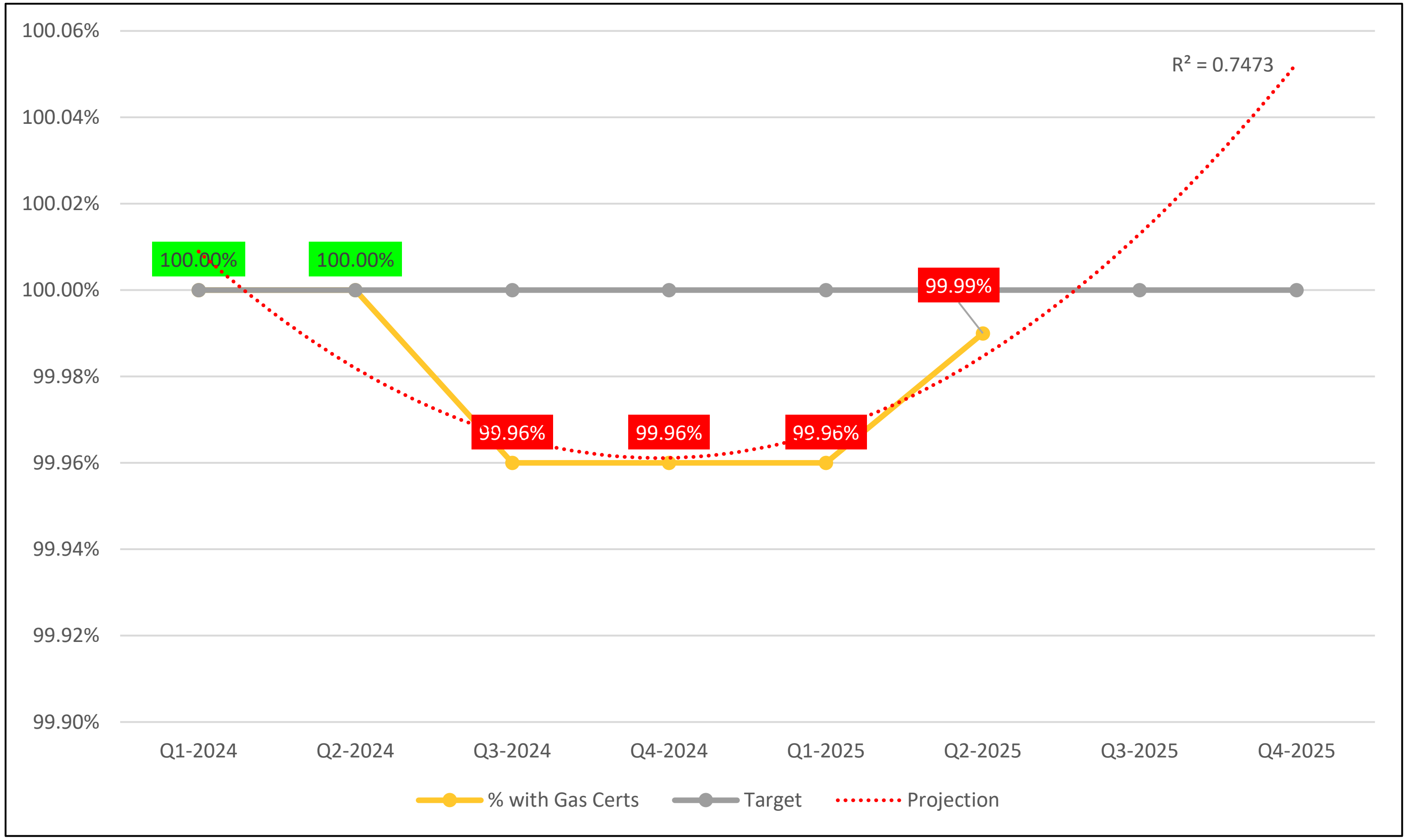
COMPLIANCE MEASURES



Gas Compliance

Regulatory



Q2 performance- 99.99%
Q1 performance – 99.96%
This % equates to 1 property outside of compliance.

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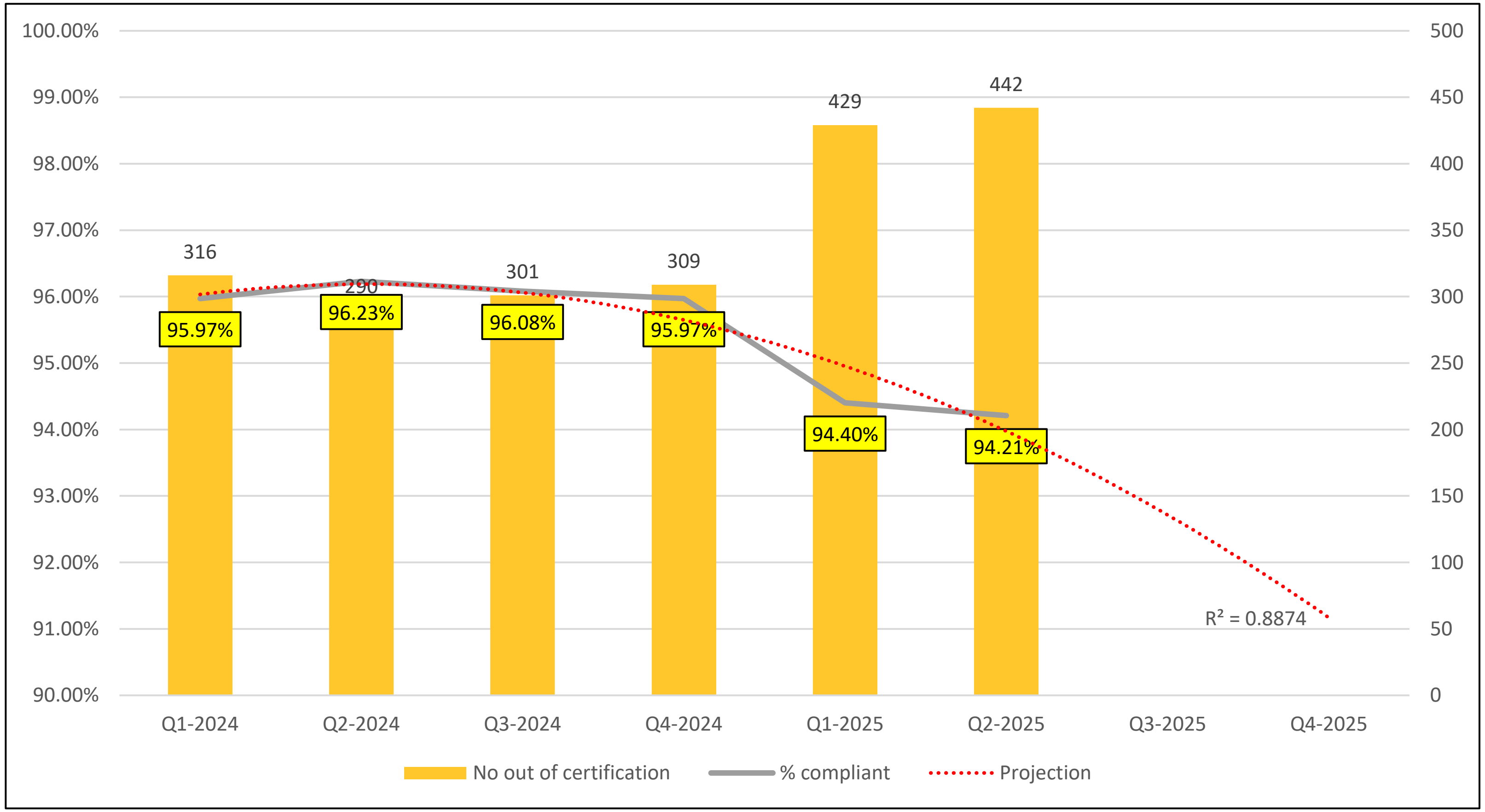
Gas Compliance

1 property requiring legal enforcement for access, primarily due to tenant having mental health challenges, complicating legal injunction enforcement and requiring court action.

Electrical Testing



Electrical Testing

Access Challenges & Overdue EICRs

As of the end of September 2025, 442 properties remain without a 5-year certificate. This is mainly due to ongoing access challenges. This represents a significant improvement from the 2,220 overdue properties recorded in October 2023. Each of the remaining properties has been subject to at least three attempted visits and three missed appointments. Despite these efforts, gaining access continues to be a barrier. Further collaboration with Neighborhoods is helping us to understand any further tenant vulnerabilities and explore supportive interventions prior to considering enforcement action. Legal processes also present cost and volume constraints, which must be factored into future planning. Additionally, the number of overdue EICRs may temporarily increase due to ongoing database reconciliation efforts.

Historic Data Integrity Issues

An audit conducted in January 2025 identified discrepancies in historic EICR records (pre-October 2023), including cases where unsatisfactory certificates were incorrectly recorded as compliant. As a result, only moderate assurance could be provided for the accuracy of historic data. In response, an improvement plan has been initiated, which includes the ingestion of all historic certificates from NICEIC and prioritisation of properties previously flagged as unsatisfactory. This work is expected to strengthen data integrity and support more robust compliance reporting going forward. In addition, we have identified an area where we have not located certificates from Capital works schemes which may also increase our figures should we not be able to locate the document.

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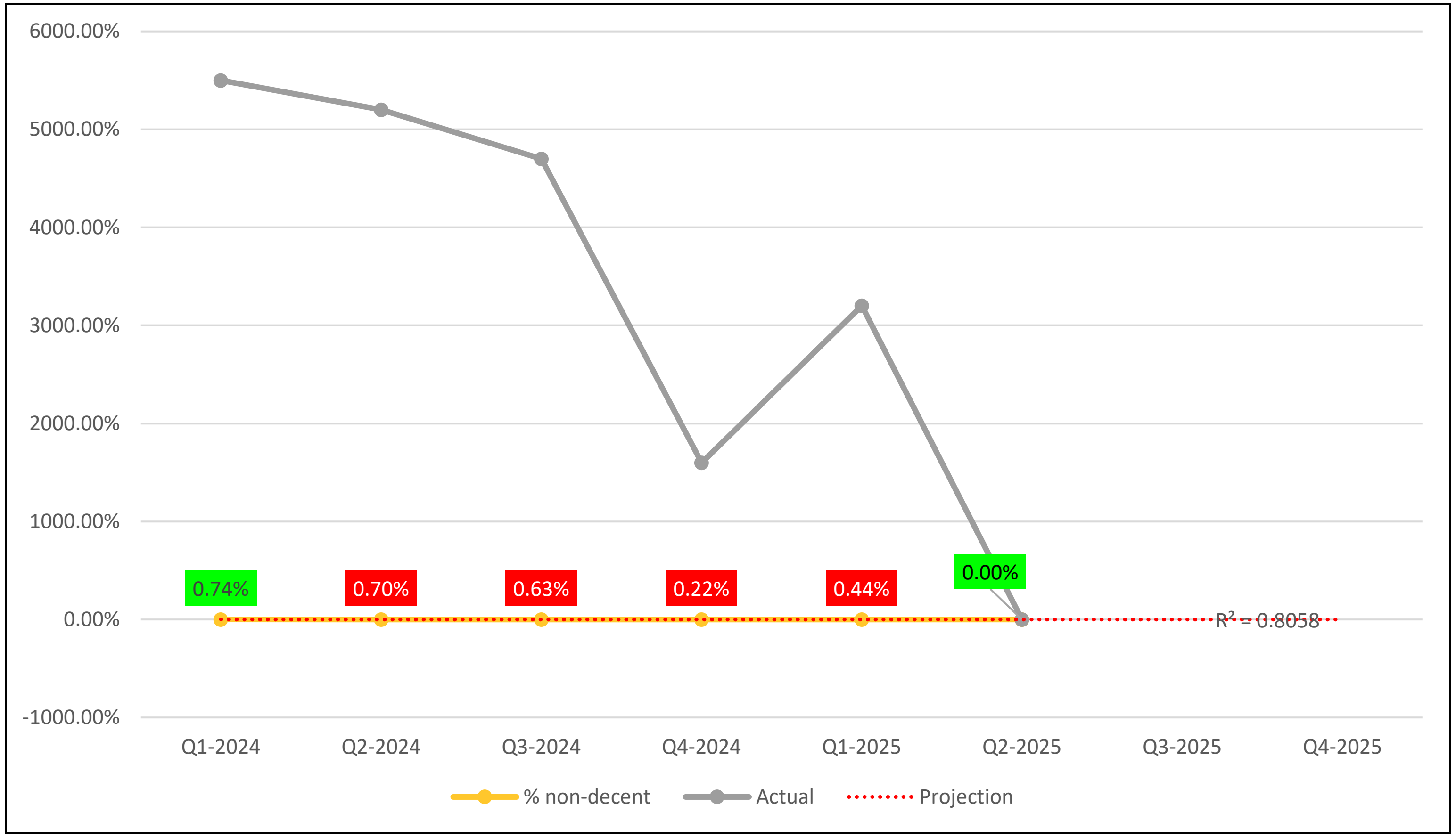
Legionella Checks

Regulatory



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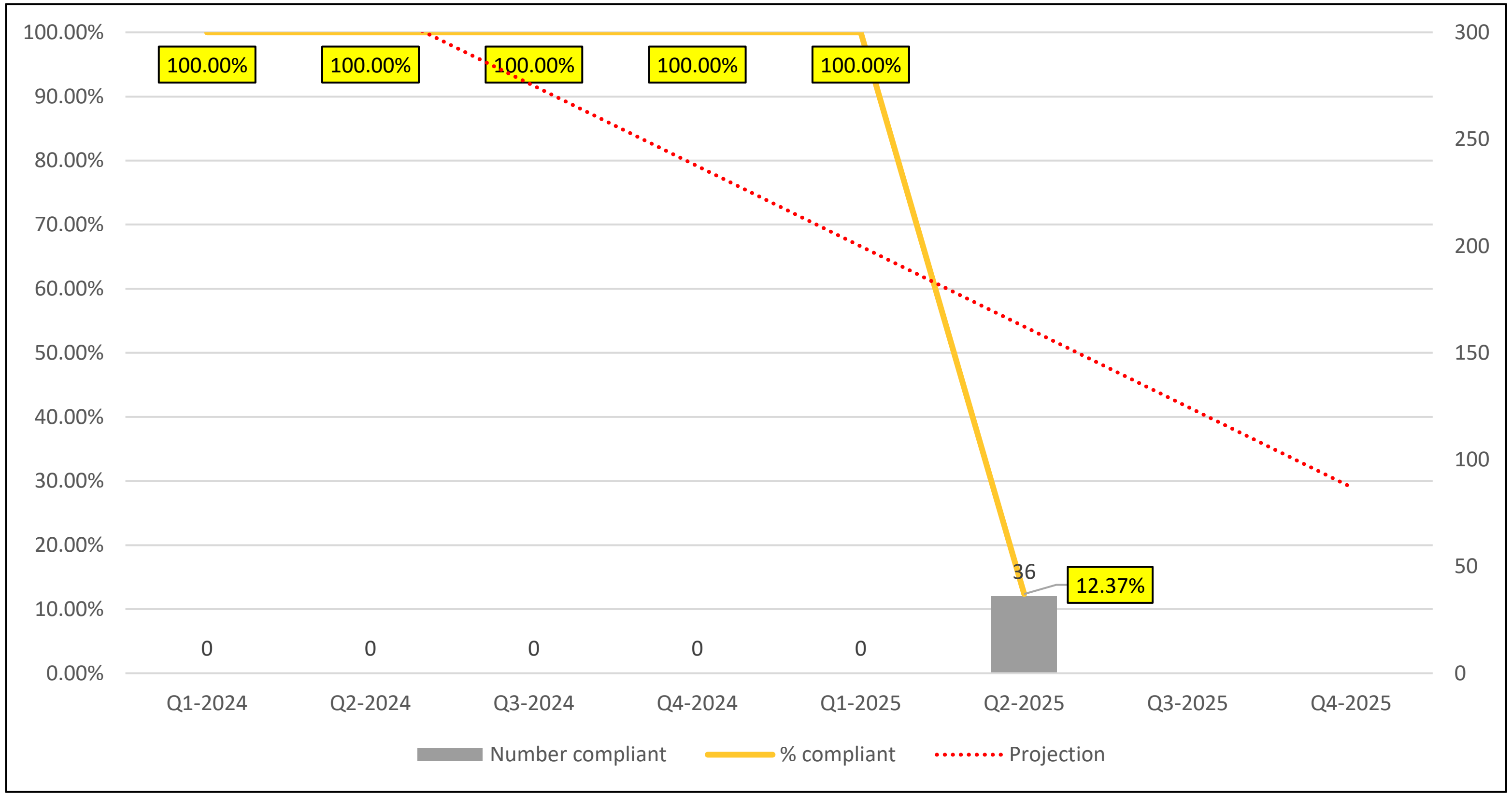
Fire Safety Checks



Quarter2 36 FRA's out of 291 compliant = 12.37% compliance.
Assessment Completion Status (as of 31/10/2025)

- **122 assessments completed** to date.
- Estimated completion date for the remaining assessments: **end of December 2025**.

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Fire - Outstanding Recommendations

- Outstanding recommendations were not being correctly classified – originally recorded as recommendations rather than actions
- The revised figure now encapsulates ongoing remedial work from the original surveys
- The remedial work is currently being carried out by the contractors HPH and Frank Rogers.
- The risk for the remedial work is low as there is mitigation in place as the two contractors are still onsite and responsive to any issues that may arise
- The priorities are the sheltered/extra care blocks (which are close to completion)

Outstanding Remedial Actions

Frank Rogers GENERAL NEEDS BLOCKS Progress Figures - Monthly to date 22.09.25					
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Communals	275	181	94	34.18%	Ongoing
Signage	275	146	129	46.90%	Ongoing
HPH SHELTERED BLOCKS Progress Figures - Monthly to date 22.09.25					
Doors	15	13	2	13.33%	Ongoing
Lofts	15	11	3	20%	1-Ongoing 2-Delays
Communals	15	11	3	20%	
6 Knowsley Place					On housing list but passed back to Facilities
FIRE RISK ASSESSMENT Progress Figures to 22.09.25					
FRA's	291	36	255	87.62%	

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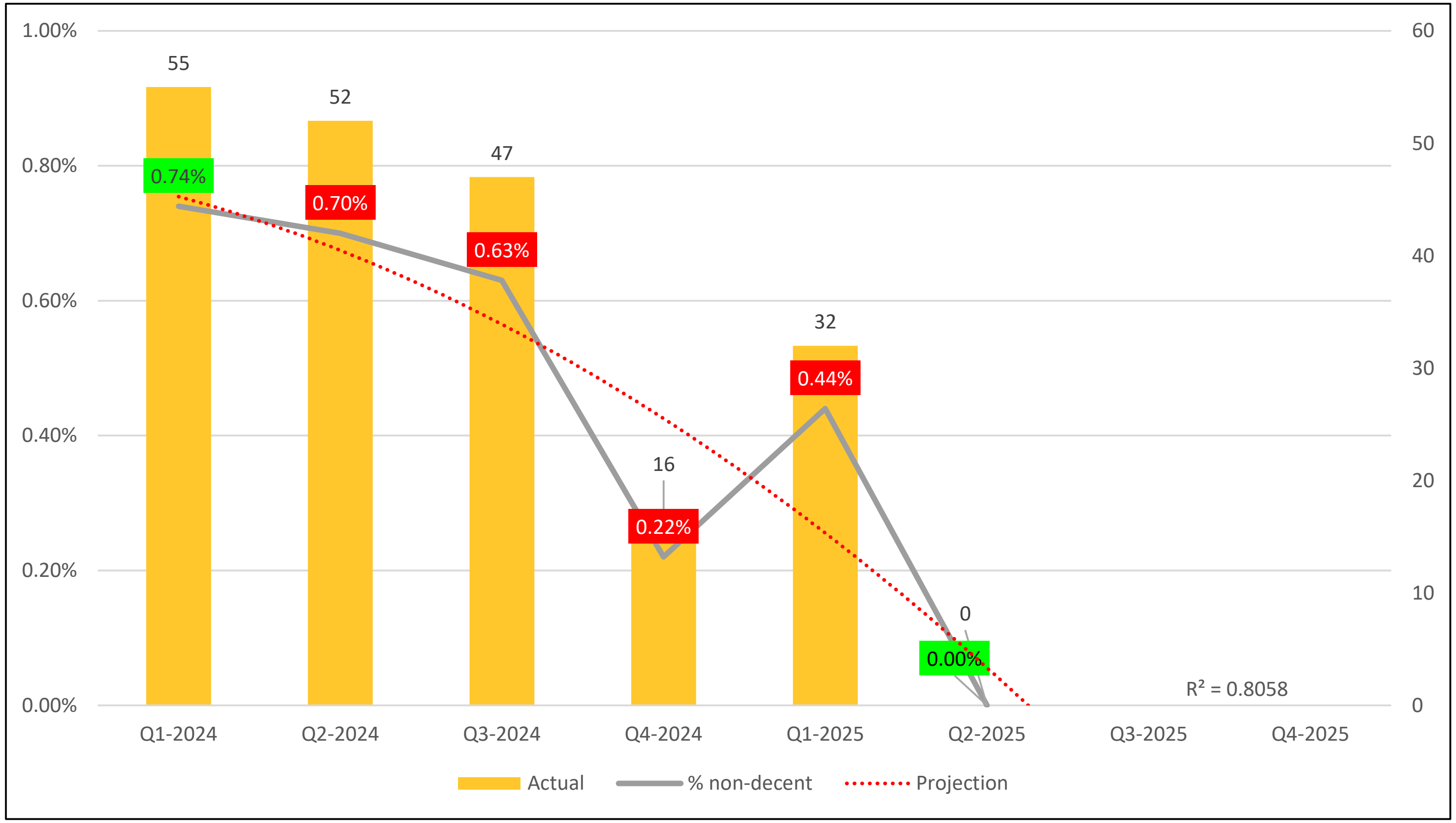
Homes that do not meet the Decent Homes Standard



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Housing Services Quarterly Report.
TSM Q2 2025/26

Version: v1.0
Updated: 12/09/2025

Data as: Q2

Produced By: Claire Rogan

CONTENTS

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SUMMARY

This presentation provides the Q2 performance of the Tenant Satisfaction Surveys (TSMs).

We’ve continued to listen closely to tenant feedback, particularly around the lowest-performing TSM areas. We’ve included direct feedback from tenants and outlined the specific actions we’ve taken to address concerns and improve service delivery.

As part of our ongoing commitment to transparency and continuous improvement, we will keep publishing our TSM results. We want tenants to see that their voices are not only heard but are actively shaping the way we work. The changes we’ve made in response to feedback reflect our dedication to learning and evolving.

The continued rollout of the Housing Services restructure is expected to bring long-term stability and enhance tenant experience. While we acknowledge there’s more to do, we’re pleased with the progress made this quarter and remain focused on delivering further improvements.

Note of caution

Important: Whilst performance seems to be improving any analysis of trends is based on just six months of data and should be treated as indicative only. At this stage, the sample size is insufficient to provide high statistical confidence. For example, if a full year of data typically gives 95% confidence that results are accurate within ±10%, six-month data may only provide confidence within ±15–20%.
Trends shown here should not be considered definitive. For more reliable insights, we recommend moving to a rolling 12-month reporting approach, which smooths seasonal variation and provides stronger statistical validity.

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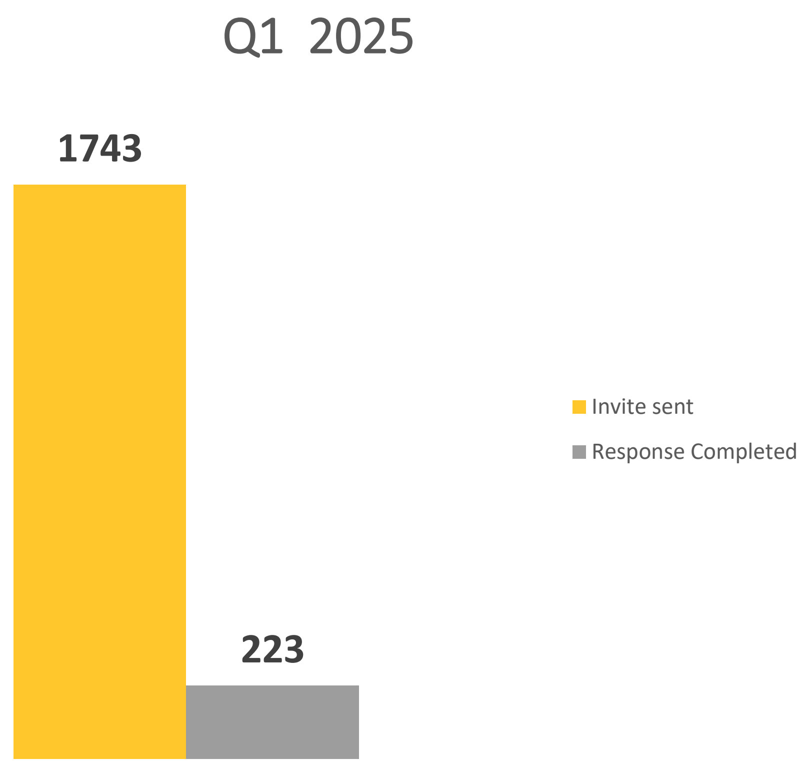
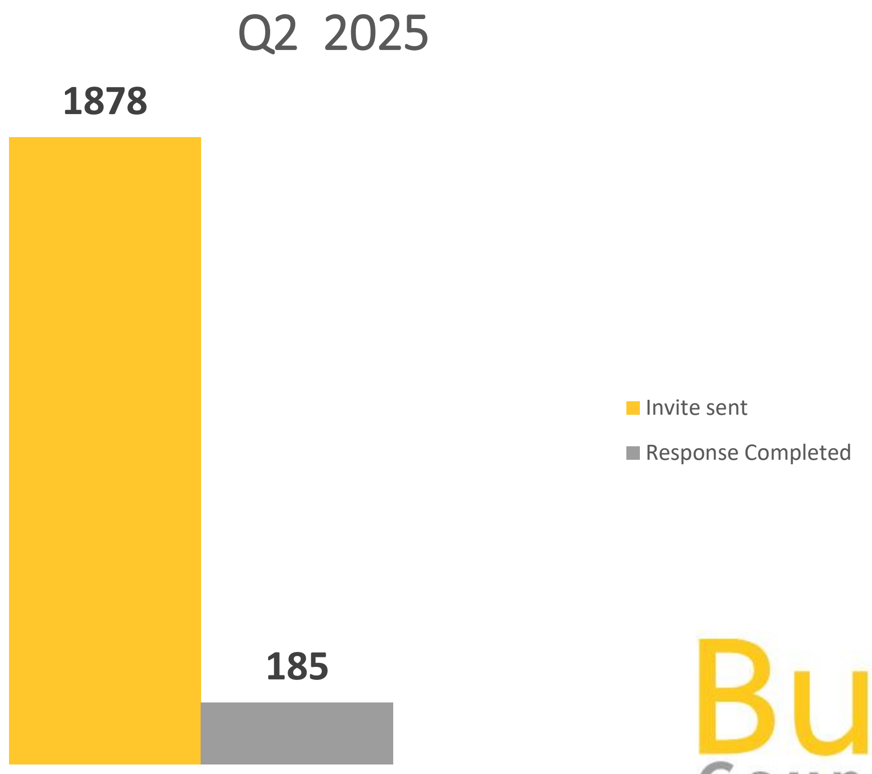
Tenant Satisfaction Measures

Code	Tenant Satisfaction Measures	2024/25 Value	Apr 2025 Value	May 2025 Value	Jun 2025 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	2025/26 Value	2025/26 target
TP01	**Percentage of tenants satisfied with the overall service their landlord provides**	70.59%	65.06%	71.88%	77.63%	63.16%	83.61%	83.33%	73.96%	74%
TP02	**Satisfaction with repairs**	74.55%	71.67%	81.63%	82.98%	72.97%	75.56%	75.76%	76.64%	80%
TP03	**Satisfaction with time taken to complete most recent repair**	72.76%	65%	81.63%	72.34%	78.38%	73.33%	74.24%	73.68%	75.5%
TP04	**Satisfaction that the home is well maintained**	66.78%	62.65%	70.31%	77.63%	66.67%	78.69%	81.82%	72.73%	69.4%
TP05	**Satisfaction that the home is safe**	69.94%	72.84%	80.33%	77.63%	73.68%	78.69%	80.3%	77.11%	76%
TP06	**Satisfaction that the landlord listens to tenant views and acts upon them**	58.08%	60.76%	55.93%	57.89%	50.91%	63.46%	65.63%	59.22%	58.9%
TP07	**Satisfaction that the landlord keeps tenants informed about things that matter to them**	64.98%	62.96%	68.75%	69.74%	64.91%	78.95%	75.38%	69.75%	76%
TP08	**Agreement that the landlord treats tenants fairly and with respect**	74.94%	79.27%	75.41%	77.63%	68.18%	83.05%	80.3%	77.32%	76.3%
TP09	**Satisfaction with the landlord's approach to handling complaints**	37.6%	37.04%	22.22%	46.15%	12.5%	54.84%	54.55%	43.86%	50%
TP10	**Satisfaction that the landlord keeps communal areas clean and well maintained**	55.16%	66.67%	61.54%	73.91%	52.94%	60%	46.97%	57.87%	65.5%
TP11	**Satisfaction that the landlord makes a positive contribution to neighbourhoods**	56.06%	57.69%	61.4%	59.21%	55.36%	70%	65.57%	61.34%	62.5%
TP12	**Satisfaction with the landlord's approach to handling anti-social behaviour**	50.8%	47.22%	58.18%	50%	51.11%	54.9%	55.36%	52.39%	60.4%

Responses and Invites Q2'2025





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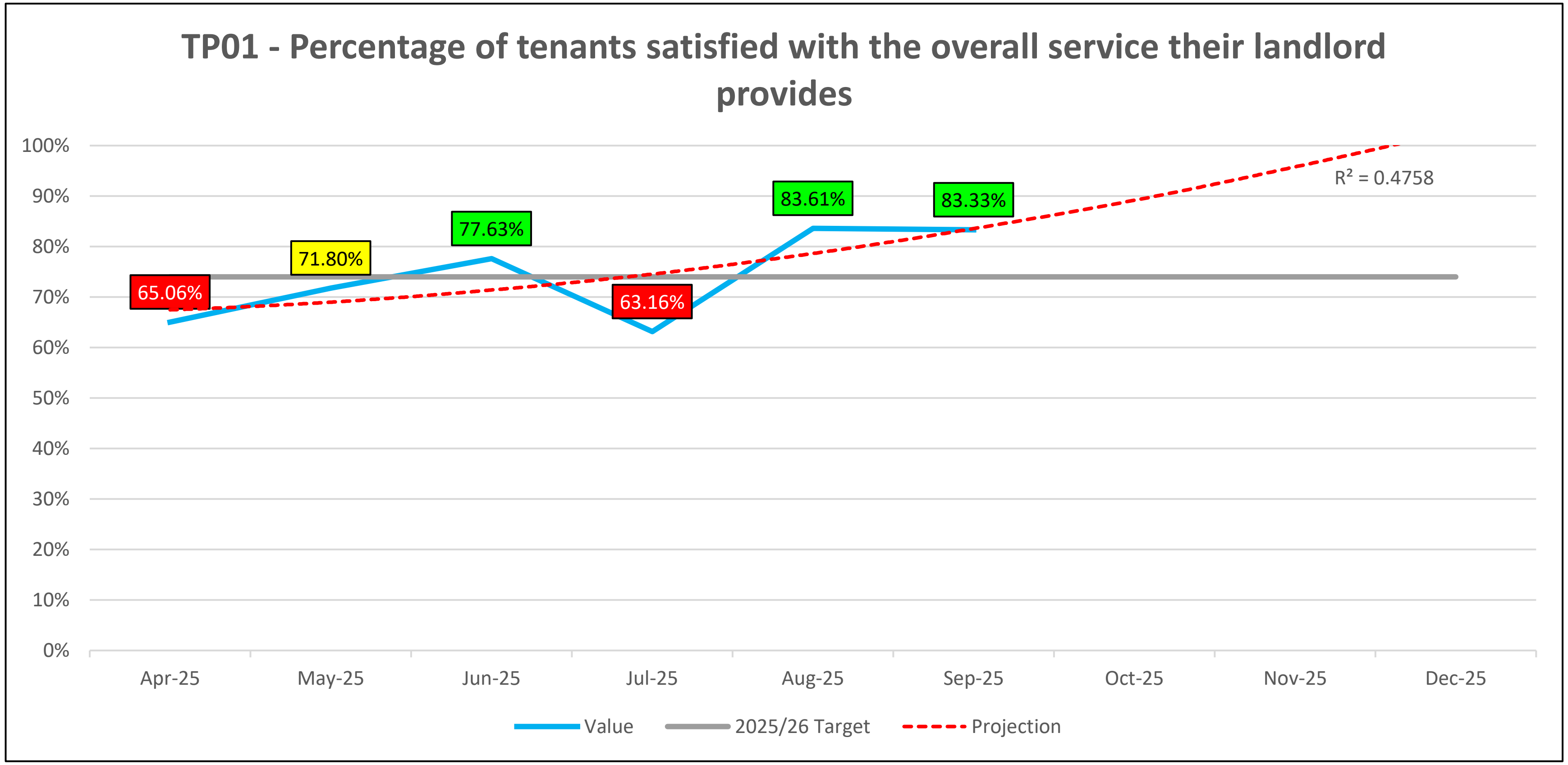
Overall Satisfaction



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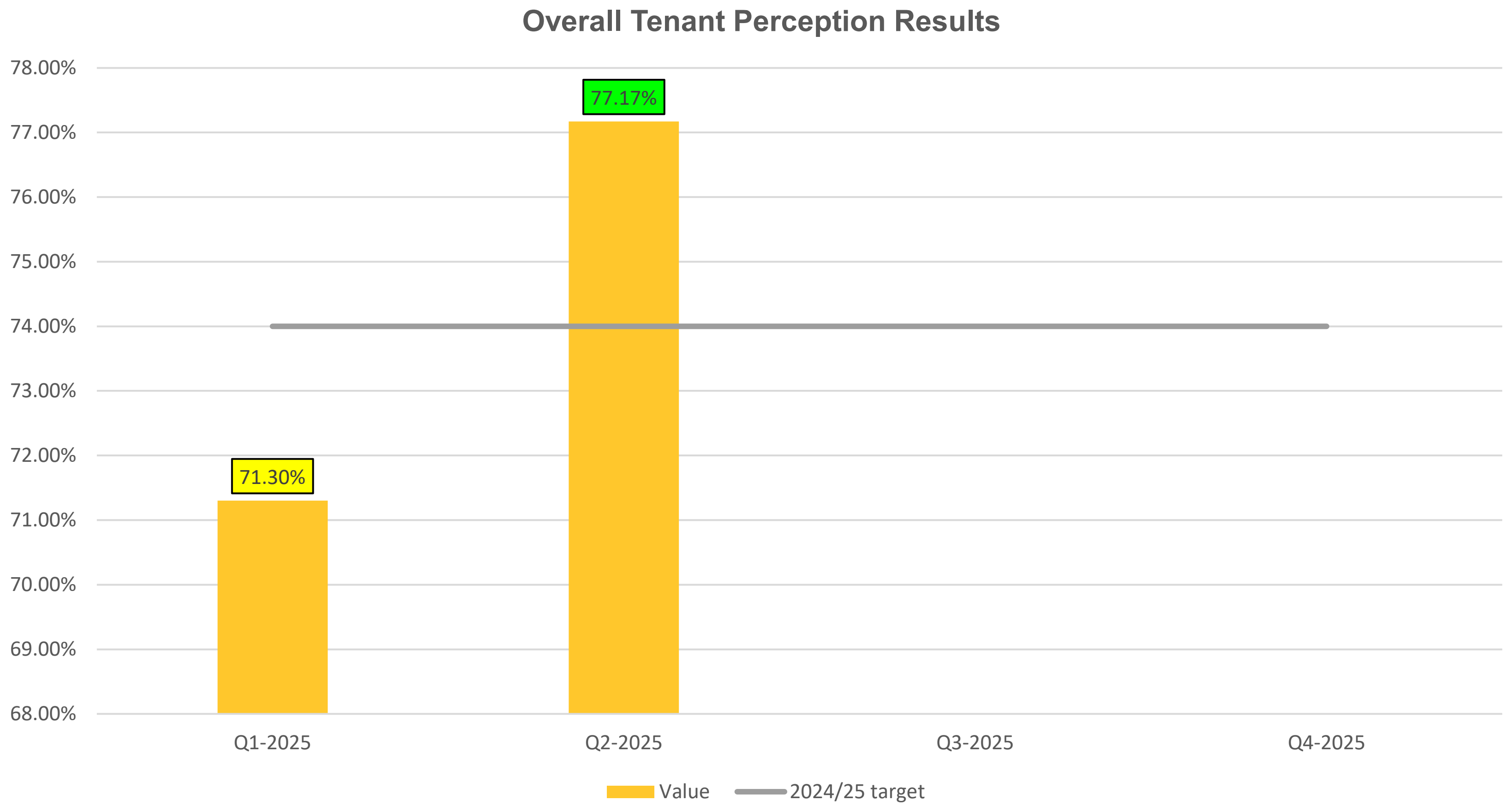
Tenant Perception Results



Overall Satisfaction Customer feedback.

Positive:

Tenants expressed gratitude for staff support.

Praise for new kitchen and bathroom installations, insulation work, and fire safety checks.

Long-term residents (e.g., 30 years) are satisfied with services.

Comments like “Over the moon with the home” and “Great support” reflect high satisfaction.

Summary of Key Issues Raised by Tenants

- **Poor Quality and Incomplete Repairs** – Temporary fixes and unfinished work are common, leading to recurring problems.
- **Delayed repairs**– Tenants report delayed repairs.
- **Unresolved Issues** – **(ASB)** remains a recurring issue, with some tenants feeling it’s not addressed adequately.
- **Unaddressed Health and Safety Hazards** – Conditions such as damp, pests, and dangerous trees are not being adequately addressed

Action: The work associated to the repairs restructure and the repairs end to end review will deliver recommendations to implement and improve services. This needs to be communicated to tenants via the you said we did and published. It is unlikely to see an immediate impact on the performance of this indicator straight away; perception shifts will be monitored and reported on throughout.

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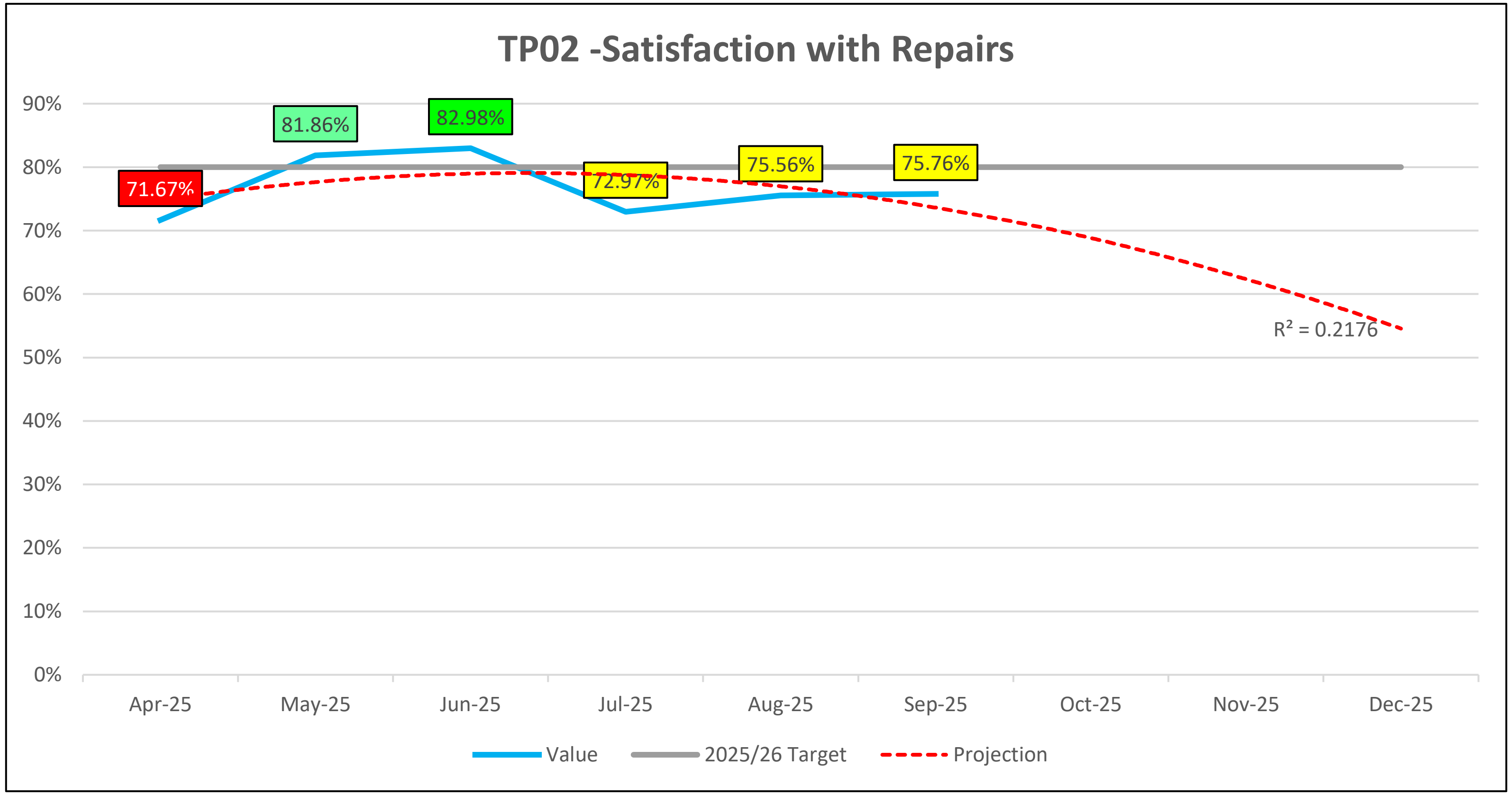
Satisfaction With Repairs



Satisfaction With Repairs

Positive:

Repairs are completed with respect, good standard of maintenance.

Praise for new kitchen and bathroom installations, insulation work, and fire safety checks

Areas for improvement.

Communication Gaps : Ensure timely responses to tenant communications.

Poor Property Conditions : Conduct proactive inspections and prioritise repairs in homes with structural or damp issues.

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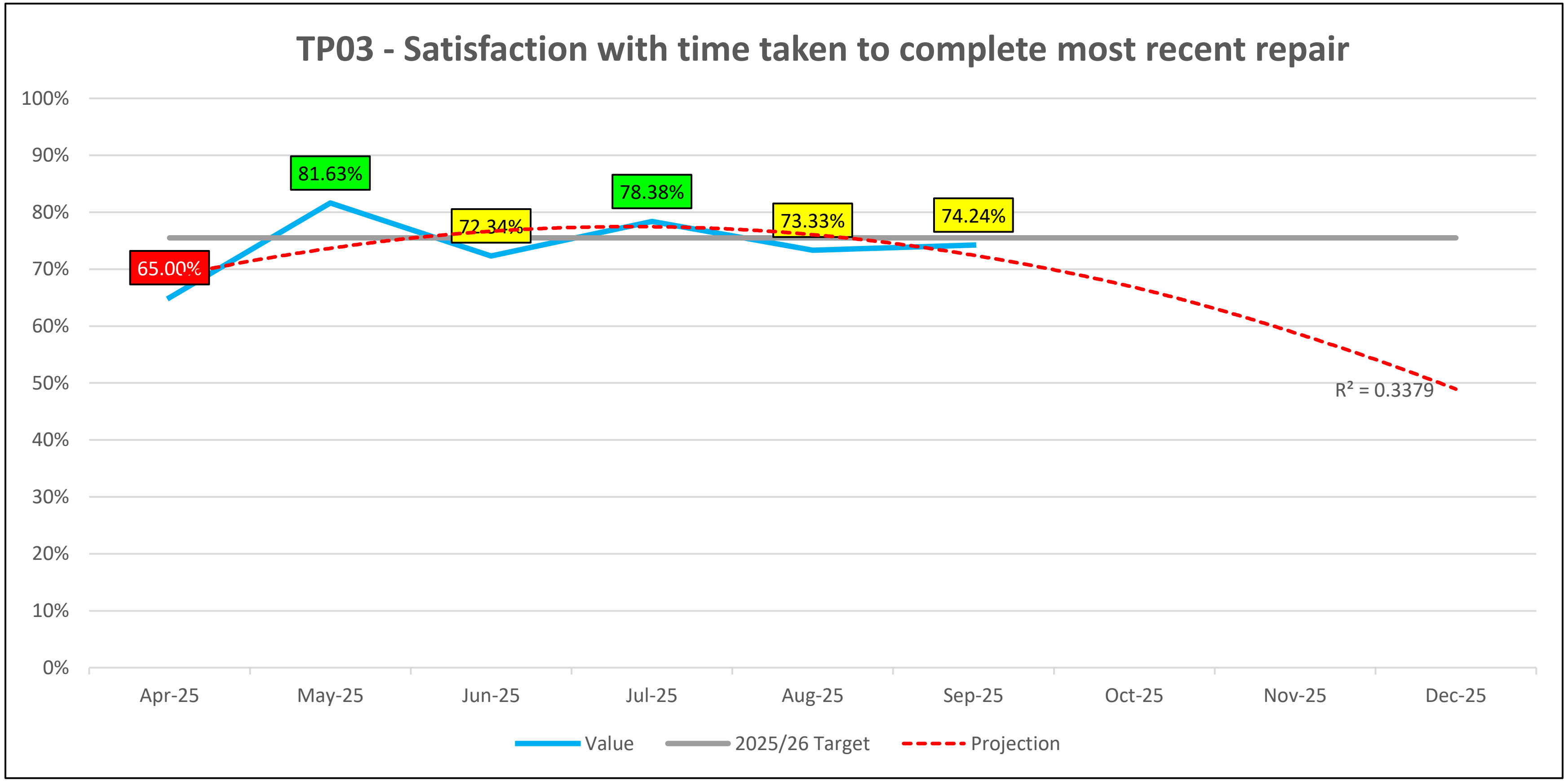
Satisfaction with time taken to complete most recent repair



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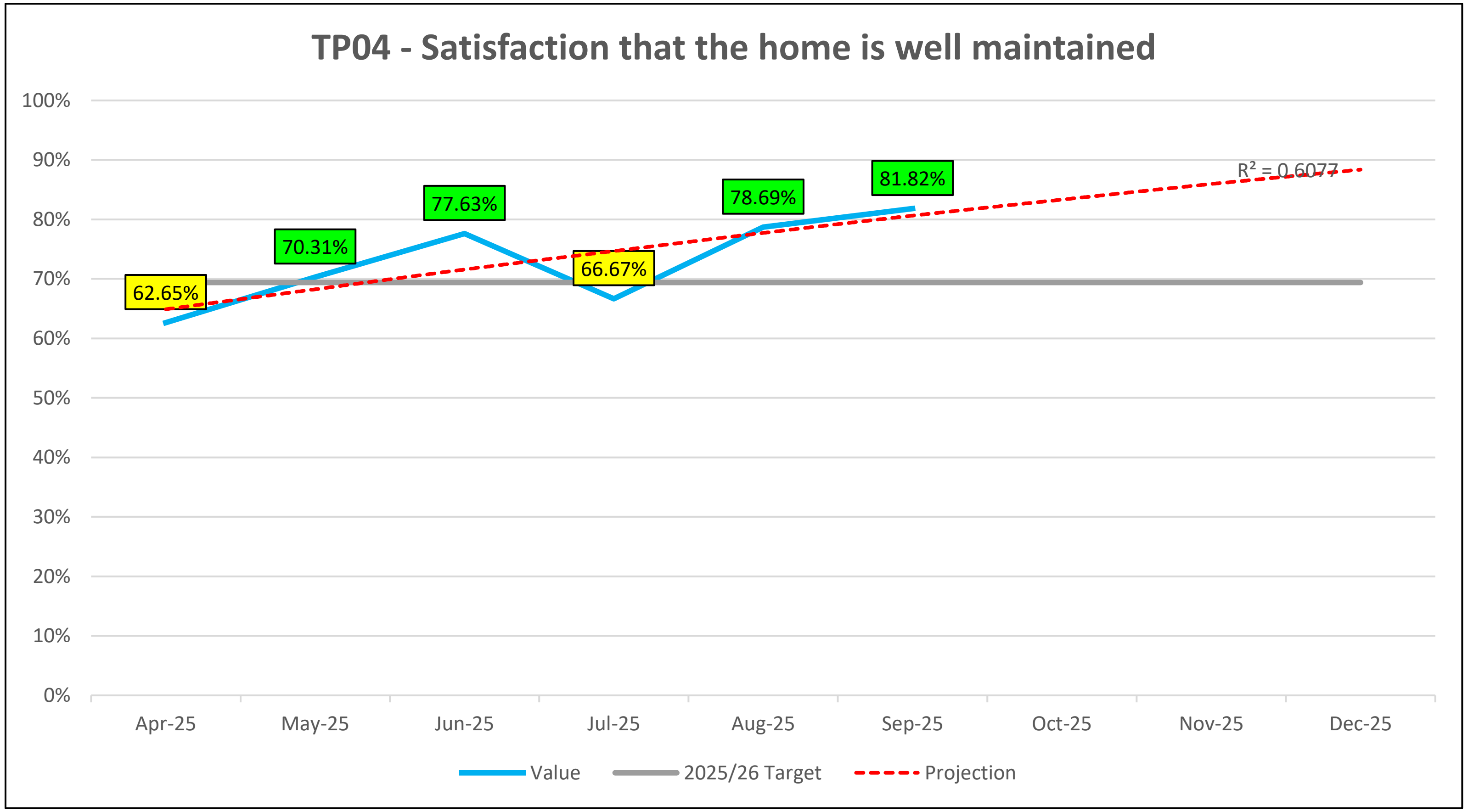
Satisfaction with time taken to complete most recent repair

Comments influencing performance against this PI are documented above.

Satisfaction that the home is well maintained



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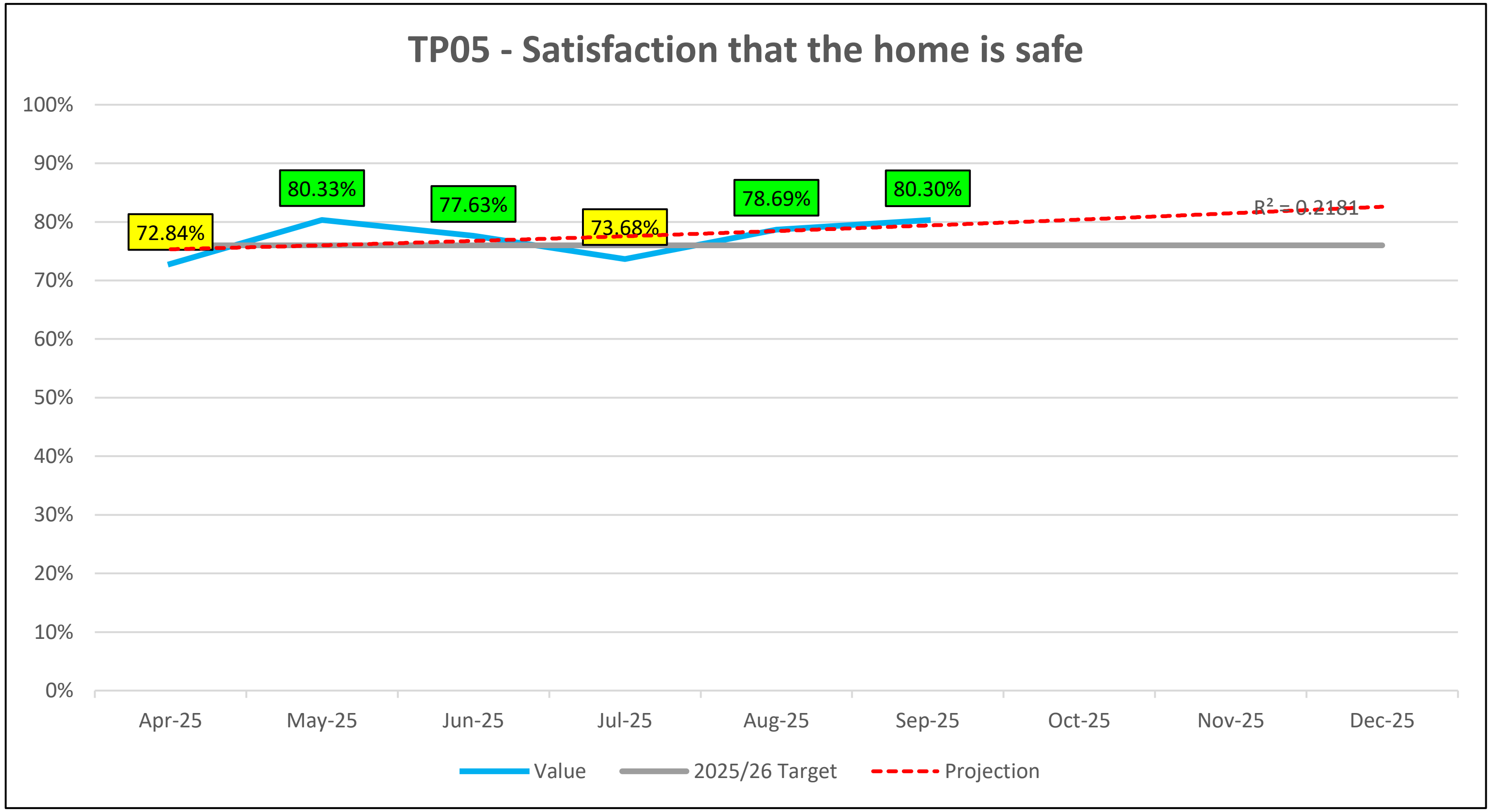
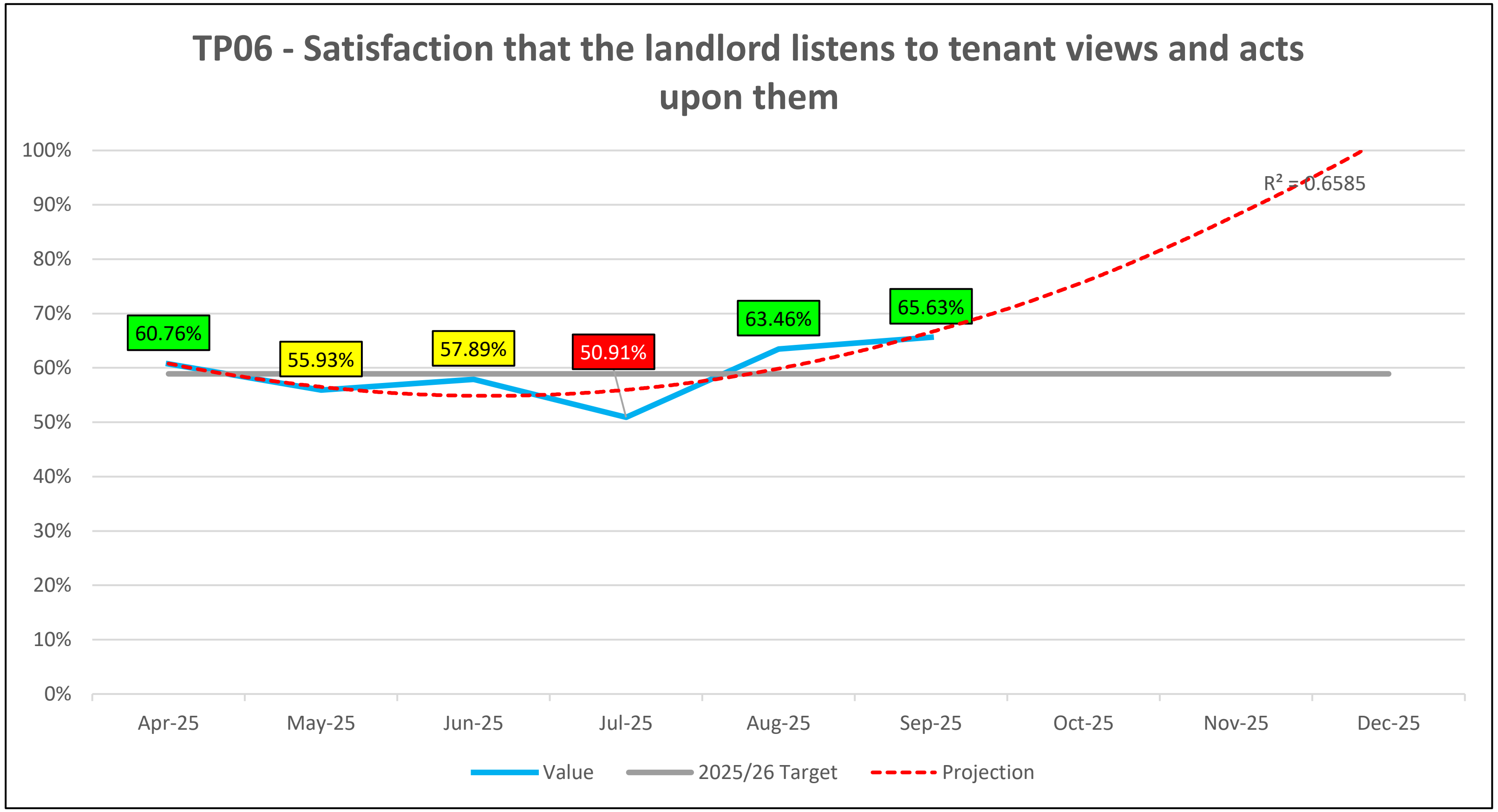
Satisfaction that the home is safe



Satisfaction that the landlord listens to tenant views and acts upon them



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Satisfaction that the landlord listens to tenant views and acts upon them

Negative:

Strengthen neighbourhood management and enforcement around noise and pet-related complaints.
Improve coordination with environmental health and enforcement teams.

Positive:
Tenants expressed gratitude for staff support, Appreciation for clean-up efforts and community updates

Response:
Improving Services Through Tenant Feedback and improving Customer Care.
We're currently reviewing our action plans for ASB, caretaking, and grounds maintenance. A big focus is making sure tenants have a stronger voice and that communication between services and tenants gets better. The goal is to involve tenants more in shaping how services are delivered and to respond to concerns quickly and clearly.

We have made it easier for tenants to identify their housing officer through our website. This enhancement ensures tenants can quickly find the correct contact details, improving communication and support. Tenant feedback is already making a difference. For example, at one of our Extra Care schemes, tenants requested improvements to the outdoor space. In response, we're planning a summer engagement event to gather their ideas and help them enhance their immediate environment, demonstrating our commitment to listening and acting on what tenants tell us.
Some requests, like installing electric vehicle charging points, fall outside what the Housing Service can provide. While this might not meet every tenant's expectations, we aim to explain clearly what we can and can't do and signpost accordingly.

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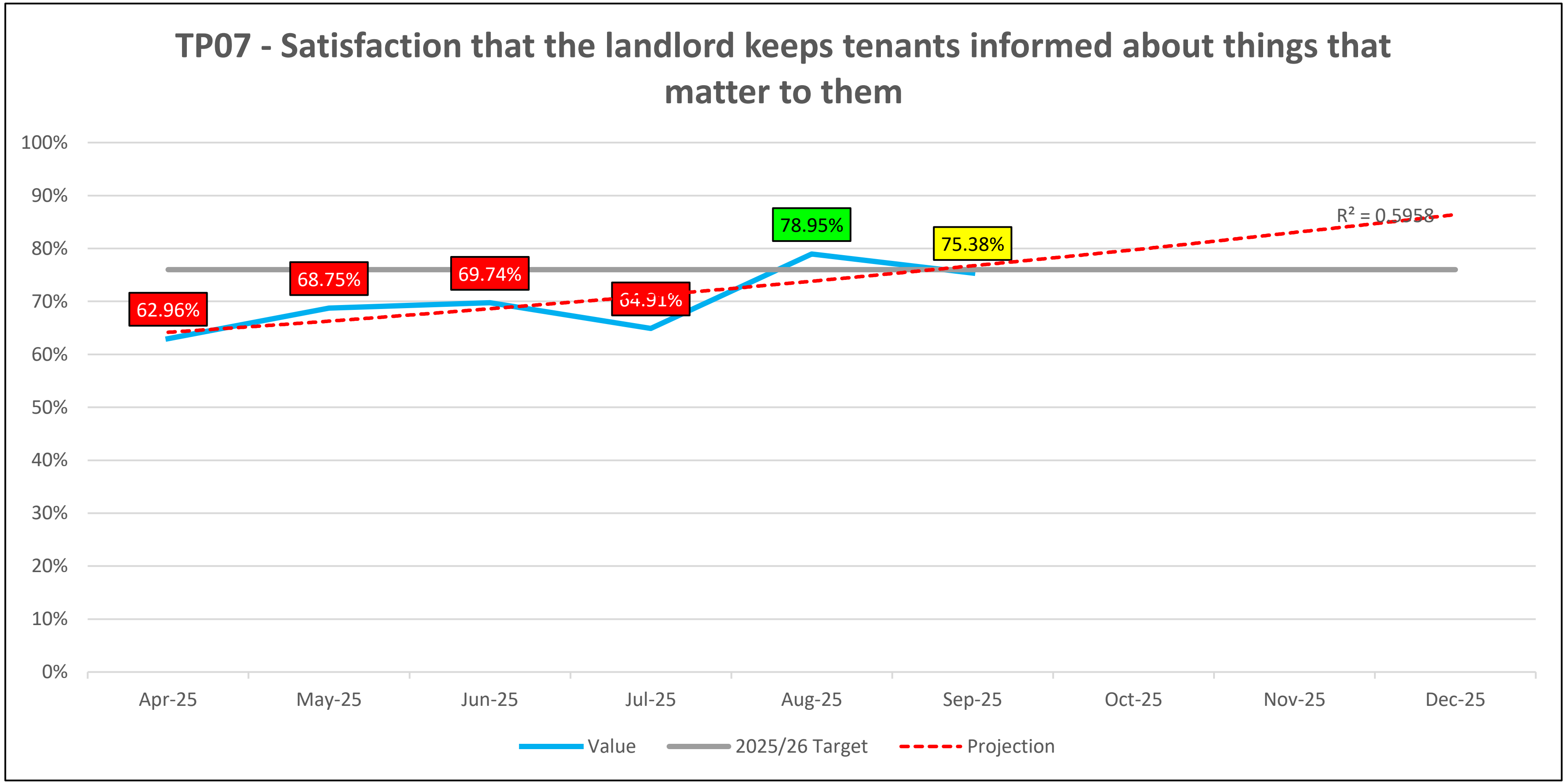
Satisfaction that the landlord keeps tenants informed about things that matter to them



Bury Council

Satisfaction that the landlord keeps tenants informed about things that matter to them

Satisfaction that the landlord listens to tenant views and acts upon them

Negative: Lack of updates on various issues (e.g., temporary cleaner, repairs, electricity bills), no contact after surveys, unfulfilled requests for communication ("can somebody phone me please").

Positive: Track and follow through on commitments made during tenancy agreements or property offers.

Response:

Keeping Tenants in the Loop
We're working hard to make sure tenants stay informed about any changes to the services we provide.

We've also made it easier for tenants to know who their Housing Officer is. In August, we updated the council website with contact details by area, and we'll be sending out SMS messages soon to let tenants know and encourage them to get in touch.

Since launching the new cleaning and grounds maintenance service, we're working on clearer communication around what tenants can expect—how often services happen, what's included, and the quality standards. We're also looking at better ways to keep tenants informed when things don't go to plan.

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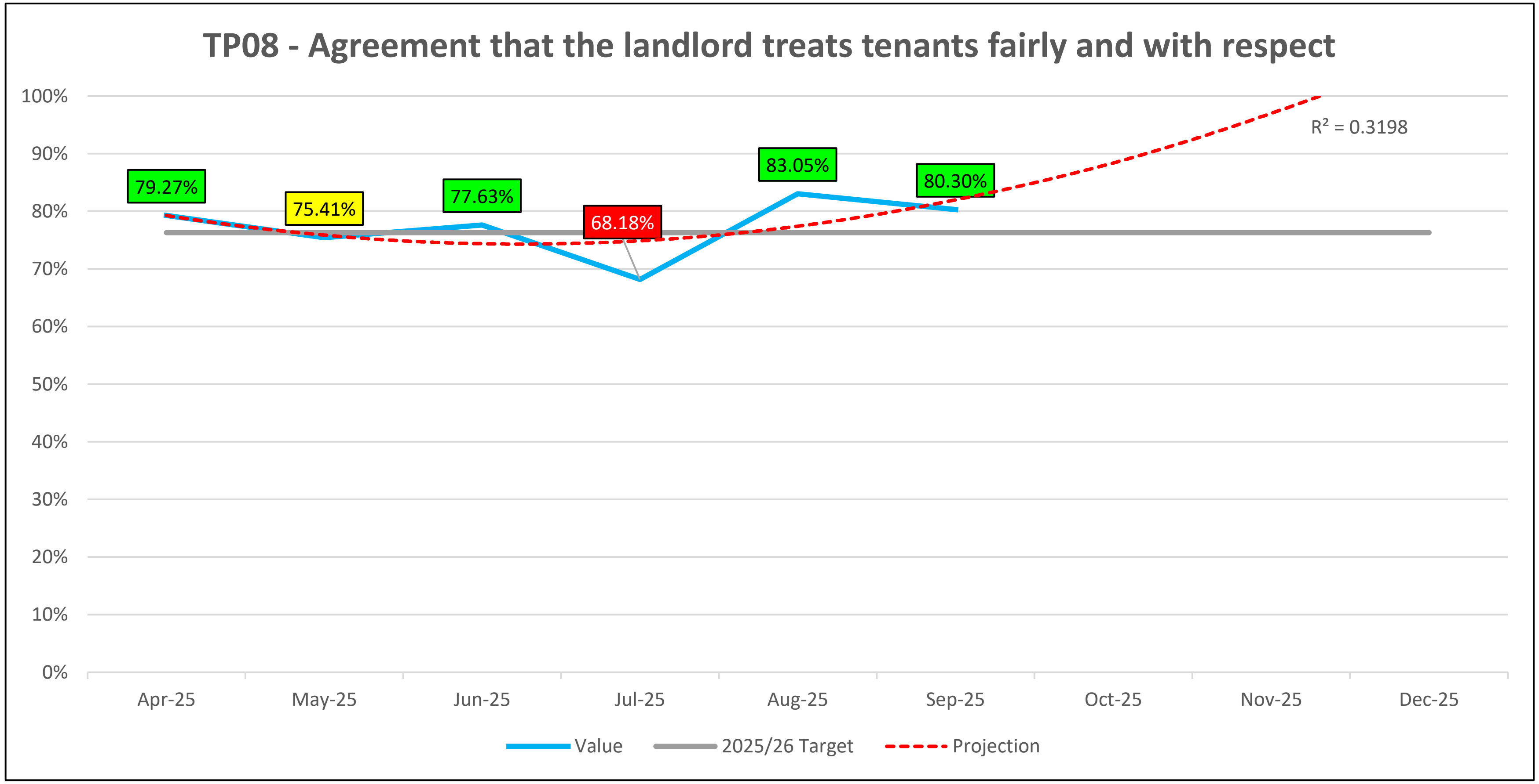
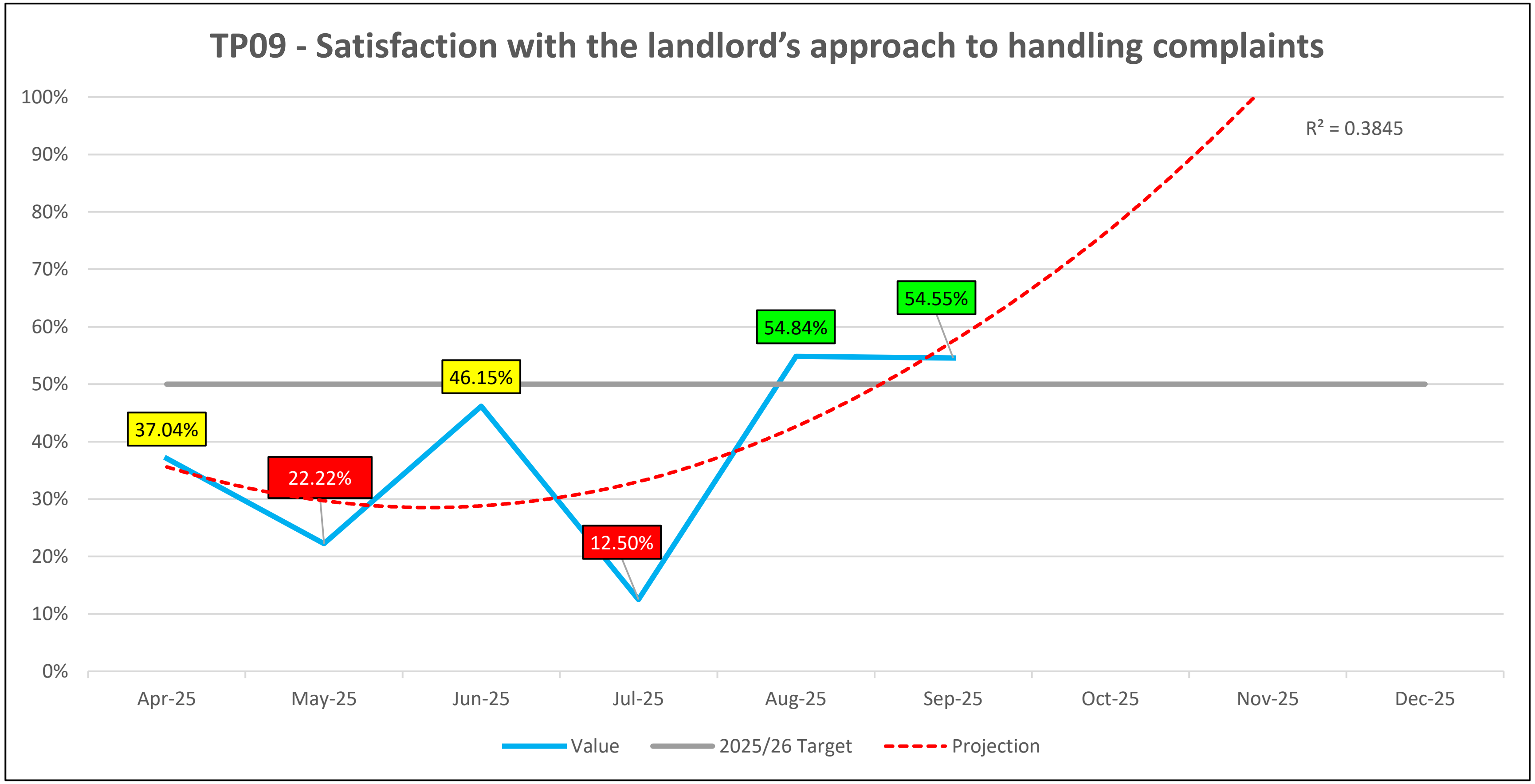
Agreement that the landlord treats tenants fairly and with respect



Satisfaction with the landlord's approach to handling complaints



Satisfaction with the landlord's approach to handling complaints

Negative: "Useless when it comes to repairs or complaints," "nothing comes from this approach" (e.g., diary sheets for noisy neighbours), requires repeated reporting for no resolution, and perceived blame or misdirection from staff when issues are reported.

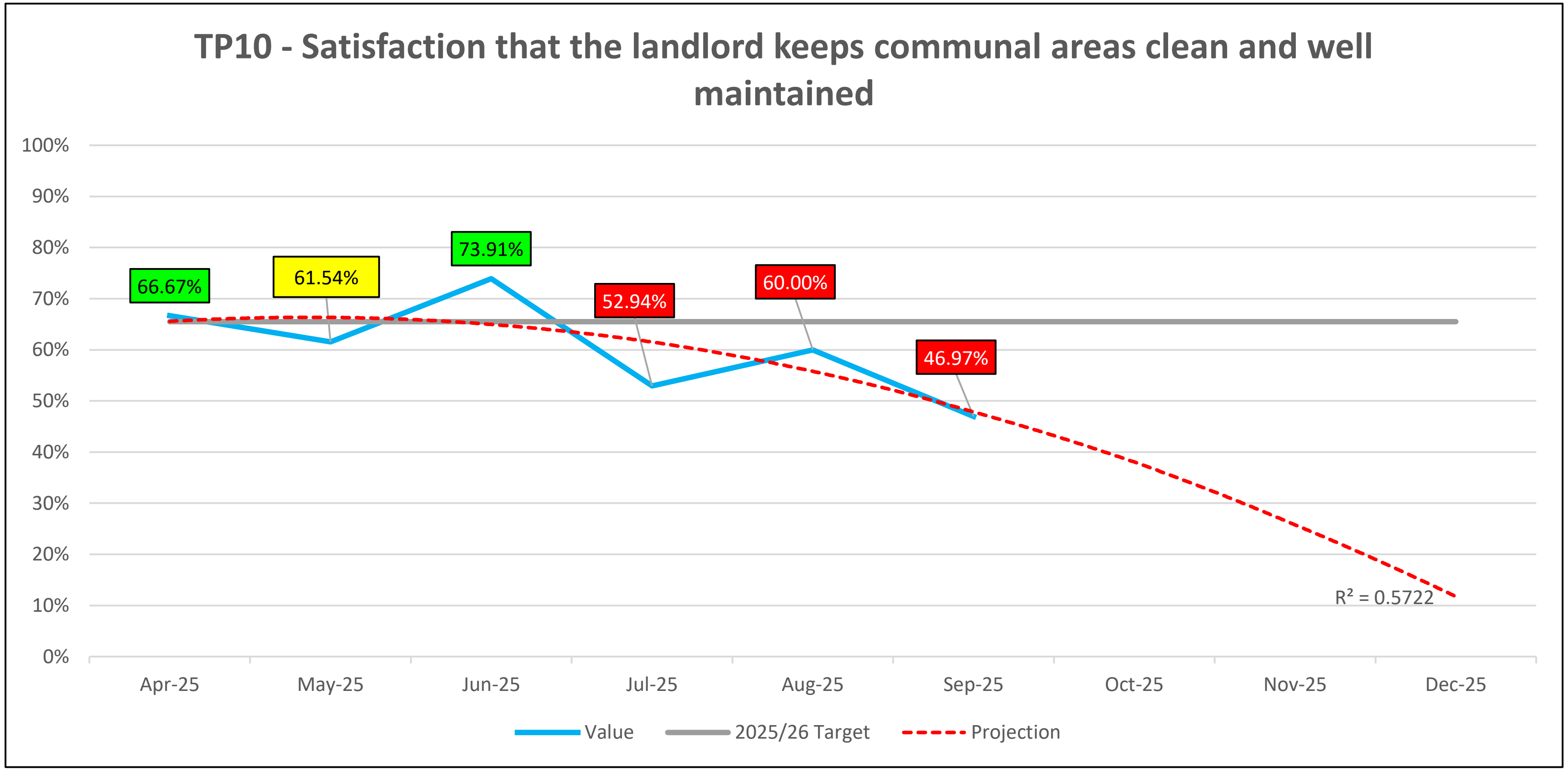
Response:
ASB Complaints – What We're Learning and Improving
We've seen a rise in ASB complaints moving to Stage 2, and it's given us some useful insights. A key takeaway is the need to manage tenant expectations better—especially around how often we'll be in touch and how long things might take. Keeping tenants updated regularly throughout the process is also important.

To help with this, we're keeping a close eye on ASB actions to check how quickly we're responding to tenant enquiries. If we spot delays, we'll take steps to improve.

We're also rolling out training for staff in ASB and Tenancy Support. The focus is on making sure communication with tenants is clear, timely, and in line with our service standards.
We have enrolled with HouseMark to attain an accreditation in ASB and Complaints

Complaints satisfaction has been on target for the last two months of Q2; however, this remains perception-based and subject to fluctuation. Current complaint figures do not yet reflect the learning and improvements we are implementing around Repairs and ASB, so we anticipate satisfaction results will remain unstable until these changes take effect. A year-end review will provide a more accurate picture of progress. In the meantime, we continue to track themes around ASB and repairs, which are evident in complaint volumes and Housing Ombudsman determinations. This reinforces the importance of reviewing the service, implementing Tenants' Voice Forum recommendations, and creating clearer processes for teams to follow.

Satisfaction that the landlord keeps communal areas clean and well maintained



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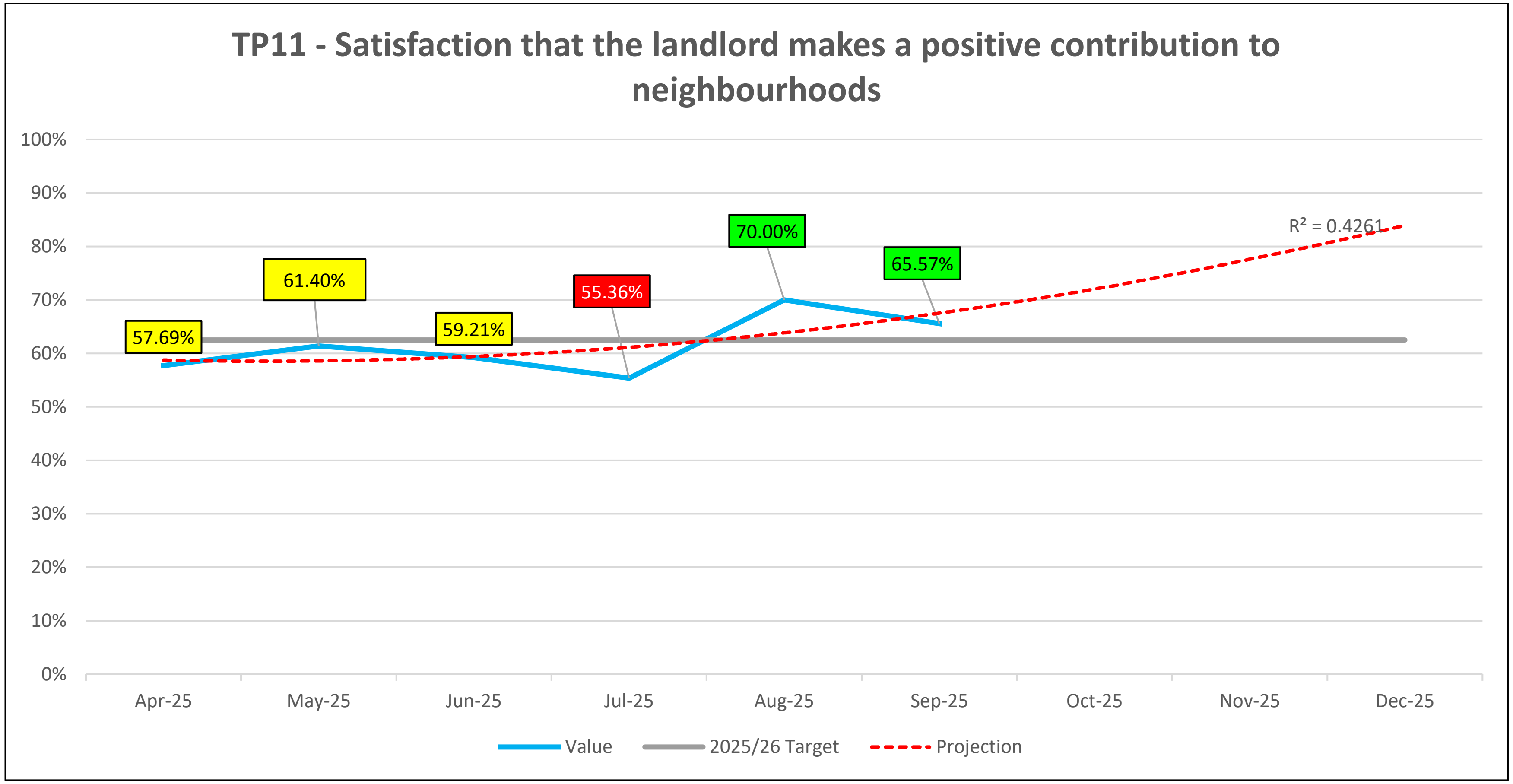
Satisfaction that the landlord makes a positive contribution to neighbourhoods



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Satisfaction that the landlord makes a positive contribution to neighbourhoods

Positive: Provision of skips for clean-ups, new communal doors improving security.

Negative: Major issues with cleanliness and waste management (e.g. "fly tipping," "overfilling... communal bin area," "street needs cleaning"), infrastructure problems (e.g., unblocked grids causing flooding, pavement conditions, lack of drop kerbs/cars blocking pavements), poor maintenance of communal areas (e.g., "cow field" lawns, overgrown bushes/trees), and concerns about general safety and security (e.g., "unsavoury characters," need for safe main doors, maintaining fences/gates).

Response:
Estate Issues and What We're Doing
Tenants have raised concerns about things like messy communal areas, fly tipping, flooding from blocked drains, uneven pavements, overgrown trees and bushes, and safety issues like broken gates or dodgy front doors.
We know we've been slow to respond to some of the problems picked up during estate walkabouts, so we're reviewing how we track and follow up on these to make sure things get sorted faster.

Over the summer, we've been running clean-up projects to tackle untidy gardens and make staff more visible on estates. These have helped improve the look and feel of the areas we manage.

We've also held events like garden makeovers in Independent Living schemes and supported wider council campaigns like "Keeping Our Town Centers Safe."

With new standards in place for grounds maintenance and more cleaning in communal blocks, we're putting together a plan to tackle tenant concerns, improve estate appearance, and make sure tenants have a say in how things are done. We're also working on better ways to manage tree issues and keep tenants updated if there are delays.

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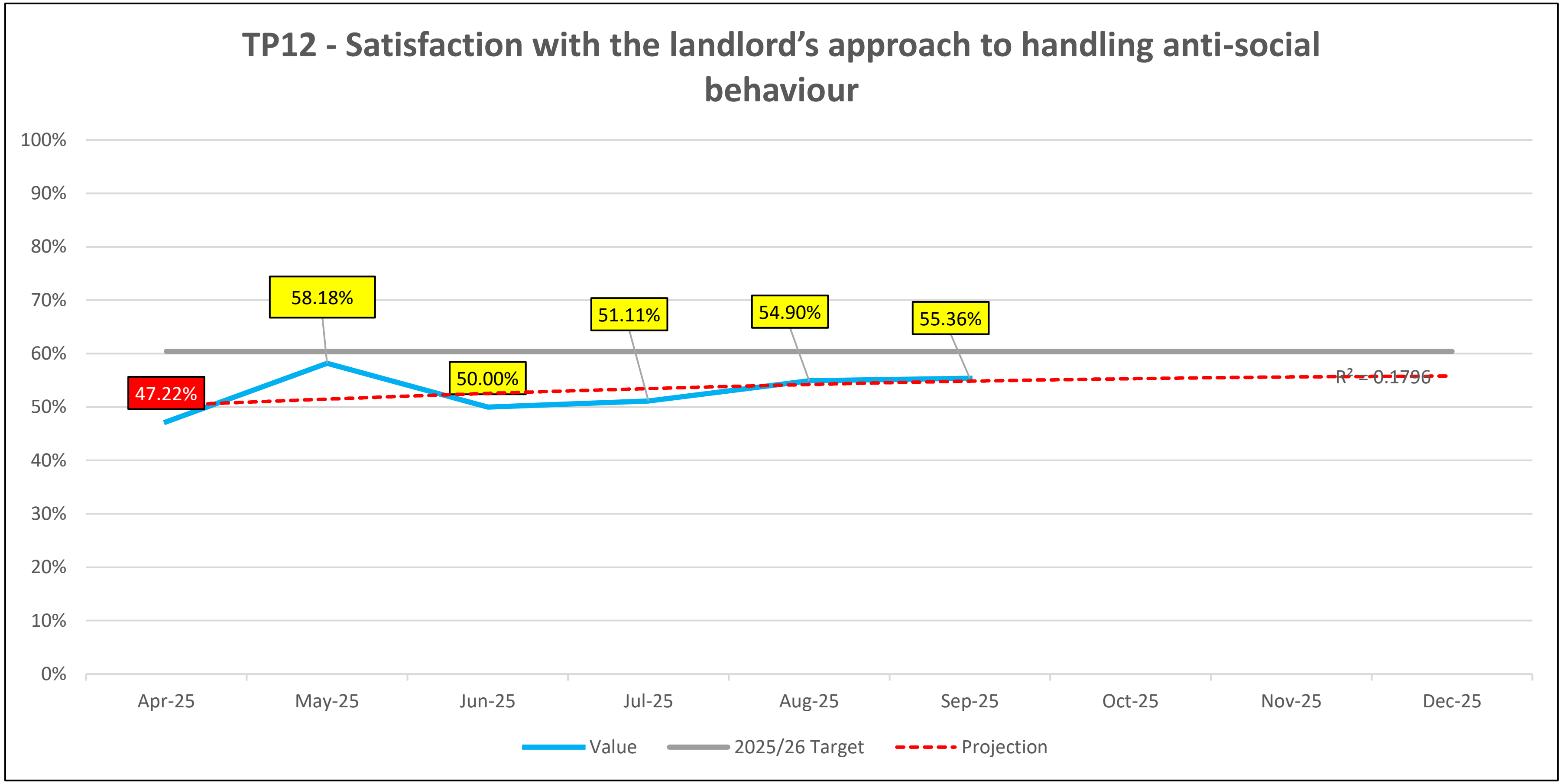
Satisfaction with the landlord's approach to handling anti-social behaviour



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Satisfaction with the landlord’s approach to handling anti-social behaviour

Negative:

Anti-social behavior (ASB) remains a recurring issue, with some tenants feeling it’s not addressed adequately.

Noise complaints, especially late-night door banging.

Parking problems due to misuse of resident car parks by nearby businesses.

Response:
ASB – Listening, Learning, and Improving

We’re reviewing our ASB action plan to make sure it reflects what tenants are telling us and meets the expectations set by the regulator. As part of this, we’re launching updated ASB training in September, building on last year’s sessions. The focus will be on keeping tenants regularly updated and making sure communication is clear and agreed from the start.

We have also enrolled with the HouseMark accreditation.

Over the last few months, we’ve stepped up our communication through newsletters and social media, sharing updates on legal action taken in response to ASB. This helps build trust and shows tenants we’re taking action. We’ll keep promoting this work to help shift perceptions and show we’re serious about keeping communities safe.

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Satisfaction Benchmarking 2024/25

	Minimum score	Maximum score	Average score	3rd quartile lower threshold	2nd quartile lower threshold	1st quartile lower threshold
TP01 – Overall satisfaction	49%	89%	73%	71%	73%	77%
TP02 – Satisfaction with repairs	50%	82%	74%	70%	75%	79%
TP03 – Satisfaction with time taken to complete most recent repair	42%	83%	69%	66%	69%	74%
TP04 – Satisfaction that the home is well maintained	48%	88%	73%	67%	75%	78%
TP05 – Satisfaction that the home is safe	57%	91%	78%	75%	80%	81%
TP06 – Satisfaction that the landlord listens to tenant views and acts upon them	43%	87%	67%	61%	66%	72%
TP07 – Satisfaction that the landlord keeps tenants informed about things that matter to them	48%	91%	74%	71%	75%	80%
TP08 – Agreement that the landlord treats tenants fairly and with respect	67%	93%	81%	76%	82%	84%
TP09 – Satisfaction with the landlord's approach to handling complaints	29%	56%	41%	36%	42%	46%
TP10 – Satisfaction that the landlord keeps communal areas clean and well maintained	42%	82%	69%	66%	71%	73%
TP11– Satisfaction that the landlord makes a positive contribution to neighbourhoods	43%	90%	68%	65%	69%	76%
TP12 – Satisfaction with the landlord's approach to handling anti-social behaviour	40%	85%	65%	59%	69%	71%

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Q1 Satisfaction Bench

24/25 Satisfaction Benchmarks

League table: rank by question

	TP01: Overall CSAT	TP02: Repairs CSAT	TP03: Repairs speed	TP04: Home is well maintained	TP05: Home is safe	TP06: Listens to tenant views and acts upon them	TP07: Keeps tenants informed	TP08: Treats tenants fairly and with respect	TP09: Complaint Handling	TP10: Communal areas	TP11: Makes a positive contributio n to area	TP12: Anti-social behaviour handling
BURY	11	9	11	12	14	14	14	12	10	14	14	14
FCHO	3	3	3	6	8	4	6	4	9	11	8	10
FORHOUSING	7	7	7	8	8	3	4	3	5	8	4	3
GREAT PLACES	10	10	6	4	4	10	7	8	8	5	7	4
JIGSAW	13	12	8	11	13	11	13	13	12	12	12	13
NCHESTER CITY COUNCIL	15	15	15	15	15	15	15	15	15	15	15	15
MSV	8	11	13	9	5	8	5	7	7	9	11	7
ONE MANCHESTER	9	8	9	10	7	9	9	10	3	3	6	8
RBH	4	2	4	3	3	5	3	5	4	6	3	5
REGENDA	6	5	5	5	2	6	10	9	6	4	10	6
RIVERSIDE	14	13	10	12	12	13	12	14	13	13	13	12
SALIX	2	6	12	2	6	2	2	2	2	2	2	2
SOUTHWAY	12	14	14	12	11	12	11	11	14	7	8	11
STOCKPORT	1	1	1	1	1	1	1	1	1	1	1	1
WCHG	5	3	2	7	10	7	8	6	11	10	5	9

* Q2 data will be updated once published

Capital Budget

Capital Expenditure April – September 2025

The Capital Budget for 2025/26 is estimated to be **£25.874m**. As at the end of Period 6 (30 September 2025), there is an actual spend of **£2.862m** which is about **11.1%** of the total budget

A significant percentage of the works are scheduled to start in October/November 2025 with completion of the projects to be between December 2025 and March 2026. We are currently reporting a total projected underspend of **£3.678m** consisting of a marginal underspend of **£0.218m** in respect of carbon reduction works, an underspend of **£1.020m** of the Planned Maintenance Programme and an underspend of **£2.440m** in respect of New Build and Acquisitions.

It should be noted that, the Planned Maintenance programme has a further committed spend of **£2.832m** for internal works (kitchens and bathrooms and heating) which will commence in January 2026 but will not be completed before the end of the financial year. This will be funded by the underspend of £1.020m from this year's programme and the remaining **£1.812m** will be funded from next year's Planned Maintenance budget.

Planned Maintenance 2025/26

The forecast at Period 6 for planned maintenance works in this financial year is **£9.157m**. The works include the following:

- **Internals: Kitchens, Bathrooms, Heating**

  The full year forecast at the end of Period 6 is **£1.478m**. Works are scheduled to build up in October/November 2025 with planned completions in January/February 2026.

- **Externals: Windows, Doors, Pointing, Lintels**

  The full year forecast at Period 6 is **£1.938m**. Works are scheduled to build up in October/November 2025 with planned completions in February/March 2026.

- **Externals: Roofing incl. fascias, soffitts & rainwater**

  The full year forecast at Period 6 is **£4.381m**. Works are scheduled to build in October/November 2025 with a planned completion of January/February 2026.

- **Upgrade of Communal Areas in Flats**

  The full year Forecast at Period 6 is **£1.257m**. Works are scheduled to start in October/November 2025 with a planned completion of January/February 2026.

- **Demolition of Garages**

  The full year forecast at Period 6 is **£0.103m**. Works scheduled to start in October/November 2025 with a planned completion of January/February 2026.

Carbon Reduction

The full year forecast at Period 6 is **£9.320m**. Several Contracts have been awarded with works scheduled to start in October/November 2025 with planned completions in February/March2026. The current energy schemes are as follows:

- **Freetown Estate and Stanley Close**

  The full year forecast at Period 6 for this scheme is **£2.415m**. A fabric first approach is adopted to make a building's physical components highly energy efficient, reducing energy demand and carbon emissions. The works include top up loft insulation, removal of cavity wall degraded insulation and refilled with more thermally efficient cavity wall insulation, new windows and doors, ventilation upgrade, energy efficient lighting and solar photovoltaics, Heat pumps to 30 properties

- **Chesham**

  The full year forecast at period 6 is **£1.443m**. A fabric first approach is adopted, and the works comprise of loft insulation upgrade, removal of cavity wall degraded insulation and refilled with more efficient cavity wall insulation, new windows and doors, ventilation upgrade, energy efficient lighting and solar photovoltaics.

- **Hollinghurst Estate**

  The full year forecast at Period 6 is **£1.646m**. A fabric first approach is adopted, and the works consist of loft insulation upgrade, removal of cavity wall degraded insulation and refilled with more energy efficient cavity wall insulation, new windows and doors, ventilation upgrade, energy lighting and Solar photovoltaics.

- **Langley Hall, Leemans Hill and Park Lane**

  The full year forecast at period 6 is **£1.109m**. A fabric first approach is adopted and the works consist of loft insulation upgrade, removal of cavity wall degraded insulation and refilled with more energy efficient cavity wall insulation, new windows and doors, ventilation upgrade, energy lighting and Solar photovoltaics.

- Heywood Road, Turnbull and Rainsough Estate

  The full year forecast at period 6 is **£1.929m** A fabric first approach is adopted and the works consist of loft insulation upgrade, removal of cavity wall degraded insulation and refilled with more energy efficient cavity wall insulation, new windows and doors, ventilation upgrade, energy lighting and Solar photovoltaics.

- **Wave 2 Social Housing Decarbonisation Funding**

- £0.778m of expenditure has been incurred for slippage from 2024/25 of Wave 2 EPC upgrade works at various properties.

Disabled Adaptations £1.892m and Miscellaneous Capital Budgets £4.944m

The total miscellaneous budget for 2025/26 is £6.8m and consists of disabled adaptations and various miscellaneous expenditure including fire risk assessment works, structural alterations, compliance works and ad hoc kitchens and bathrooms etc. No slippage is being reported in the forecast at Period 6. Works scheduled to build up in October/November 2025 with planned completion of all works by March 2026.

New Build / Acquisitions £0.560m

The budget for acquisition of new properties in 2025/26 is **£3m** but we are only expecting 2 properties to be acquired in the current final year at a total cost of £560,000 with slippage of **£2.44m** being carried forward in 2026/27.

The Council is in negotiations to acquire further 10 properties which are expected between September and December 2026.

Steve Glazebrook 3/11/25

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