

**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:-

<b>Date:</b>	Thursday, 5 March 2026
<b>Place:</b>	Committee Rooms A&B
<b>Time:</b>	5.00 pm
<b>Briefing Facilities:</b>	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.
<b>Notes:</b>	

## AGENDA

**1 APOLOGIES**

**2 DECLARATIONS OF INTEREST**

**3 MINUTES OF THE LAST MEETING** *(Pages 3 - 10)*

The minutes from 06<sup>th</sup> January 2026 are attached for approval.

**4 TENANTS VOICE FORUM UPDATE REPORT** *(Pages 11 - 20)*

Report attached.

**5 QUARTER 3 PERFORMANCE UPDATE** *(Pages 21 - 60)*

Report from Claire Rogan, Head of Performance, Assurance and Improvement attached.

**6 SERVICE PLAN** *(Pages 61 - 92)*

Report from Sian Grant, Director of Housing attached.

**7 2026/27 BUDGET AND BUSINESS PLAN** *(Pages 93 - 100)*

Report from Darrell Campbell, HRA Finance Business Partner attached.

**8 INVESTMENT PROGRAMME 2026/27** *(Pages 101 - 106)*

Report from Boe Haslam, Head of Housing Property attached.

**9 ANNUAL SELF-ASSESSMENT** *(Pages 107 - 218)*

Report and presentation attached.

<b>Minutes of:</b>	<b>Housing Advisory Board</b>
<b>Date of Meeting:</b>	6 January 2026
<b>Present:</b>	Councillor L FitzGerald (in the Chair) Councillors I Gartside, B Ibrahim, D Green and A Booth
<b>Also in attendance:</b>	Sian Grant, Director of Housing, Kimberley Partridge, Head of Neighbourhoods, Stepping Stone Projects, Claire Rogan, Head of Performance, Improvement and Assurance, Amanda Mullen, Kate Waterhouse, Executive Director (Strategy & Transformation), Kimberley Ryan-Dooner, Ella Crookes, Bryan Simpson, and Chloe Ashworth, Democratic Services
<b>Public Attendance:</b>	No members of the public were present at the meeting.
<b>Apologies for Absence:</b>	Councillor Cummins and Tenant Representatives.

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## 1 APOLOGIES

Apologies are noted above.

## 2 DECLARATIONS OF INTEREST

There were no declarations of interest.

## 3 MINUTES OF THE LAST MEETING

The minutes of the meeting held on the 19<sup>th</sup> November 2025 are approved as a correct and accurate record.

## 4 TENANTS VOICE FORUM UPDATE REPORT

The Board received a verbal update from Kimberley Ryan-Dooner, Tenant Engagement Manager, on behalf of the Tenant Voice Forum (TVF), alongside the resubmitted report.

The report highlighted concerns about communication standards and performance reporting.

Key requests in the report included:

- Formal approval process for tenant communications.
- Establishment of a Comms Review Group.
- Monthly performance data in a simple, easy-to-read format.

The report outlines that the TVF expressed that performance information is not always accessible or easy to read, making it difficult to compare month-on-month data. They requested summaries and formats that support deeper dives into service areas. Members were informed an officer is reviewing the housing communications strategy; some documents are currently in PDF format, which limits accessibility and comparability. Claire Rogan confirmed a request has been submitted to the DDaT team to create user-friendly dashboards for deep dives. This will take time, but interim measures will be explored to help tenants navigate data. Members discussed the use of subgroups to investigate specific issues such as performance reporting.

It was agreed:

1. The Housing Advisory Board notes the TVF request and recommendations.
2. Officers to review how to achieve the correct corporate tone and update templates.

3. Audit current communication methods and frameworks, with TVF feedback incorporated.
4. Corporate Communications to standardise key communications in collaboration with TVF.

## **5 SERVICE PLAN DELIVERY UPDATE**

Sian Grant, Director of Housing provided an overview of the Service Plan Delivery Update.

Members discussed performance and were advised Simon Farnworth, Data and Intelligence Lead, Housing will bring a further update regarding performance back later in the calendar year.

Members discussed the update provided at the last meeting in relation to building safety from Ben Tunncliffe, Head of Housing Compliance. Bryan Simpson sought assurances in relation to compliance as he was not present at the last HAB meeting where Ben Tunncliffe, Head of Housing Compliance attended and gave a detailed update regarding recruitment for compliance roles which is now complete, with all posts expected to be filled by the end of February.

Members discussed how 2025-2026 has focused on reviewing processes; and next year will be more about delivery. Members discussed how HAB will monitor progress and measure changes in outputs. There was a proposal for a single consolidated action plan that pulls all information together; Members were advised that drafts will be brought back for review.

It was agreed that:

1. Members noted the update and endorsed continued monitoring.
2. A consolidated action plan will be developed and shared with HAB for feedback.

## **6 HEAT NETWORK REGULATIONS AND ACTION PLAN**

Claire Rogan, Head of Performance, Assurance and Improvement gave the Board an overview of the heat network regulations, maintenance requirements, and the associated action plan.

Members asked whether the new regulations have caused additional expenditure or simply formalised existing practices. Claire confirmed that the changes aim to improve transparency on communal heating systems, address known issues, and ensure fairness for tenants.

Financial implications and costs will be included within the capital spend and management fee budgets. A separate line in the investment programme will be presented to Cabinet in February.

It was agreed that:

1. Members noted the update and supported the delivery priorities outlined in the report.

## **7 HOMELESSNESS STRATEGY REVIEW**

Amanda Mullen, Homelessness and Housing Manager presented the review of the 2022–2025 Homelessness Strategy and outlined priorities for 2026 onwards.

Members discussed the Homeless Partnership membership and their roles and it was requested that all Housing Advisory Board Members should be sent the information following the meeting. Members requested a structure chart showing all streams and sectors involved, including the following services: Probation, Prison services, Asylum and immigration and The Red Cross.

Members raised concern about temporary accommodation pressures. Approximately 1,000 people currently seeking three-bedroom homes. Members queried how this will be addressed in the Housing Needs Assessment and how it links to new regulations. Amanda Mullen, confirmed that Bury has an RP (Registered Provider) partnership to encourage development locally. Typically, the Council secures 100% nomination rights in perpetuity, meaning properties will be let through the Bury Housing waiting list.

It was agreed that:

- Members endorsed the proposed priorities for the new strategy.
- Additional information and structure chart to be circulated before the next meeting.

## **8 ANNUAL RENT INCREASE**

The Board received an information report outlining the proposed Housing Revenue Account (HRA) rent and service charge increases for 2026–27. Sian Grant, Director of Housing provided an overview of the report which proposed rent is increased to 4.8%, based on the Government's CPI (September) + 1% formula. The increase forms part of the Government's 10-year rent policy and is intended to support ongoing investment in housing stock, maintenance, and service delivery.

The report also provided an update on the Government's intention to reintroduce Rent Convergence, potentially applying an additional uplift (£1–£2 per week) for properties below formula rent. Details are expected towards the end of January 2026, with potential implementation no earlier than April 2026.

Members noted that the HRA faces financial pressure with rent-setting decisions directly impacting viability and investment capacity. Letters to tenants will explain increases and signpost support for those struggling with affordability. With rent increase letters to be issued by end of February 2026.

It was agreed that:

1. The Board noted the current position and the forthcoming Cabinet decision on the proposed rent and service charge increases for 2026–27.

**COUNCILLOR L FITZGERALD**  
Chair

**(Note: The meeting started at 5.00 pm and ended at 7.00 pm)**



## Housing Advisory Board – Action Log

Meeting Date: 6 January 2026

No.	Agenda Item	Action Required	Responsible Officer / Team	Deadline	Update
1	Tenant Voice Forum Update	Review corporate tone, update templates, and incorporate TVF feedback into communications.	Housing Communications Team / Claire Rogan	Next HAB meeting	Staff training sessions have been held, and a communication style guide has been produced and shared with staff, to ensure messages are consistent in tone, clear language and relevant to target groups of tenants to avoid duplication. Regular meeting with Comms to check what is being sent and when, to avoid message fatigue.
2	Tenant Voice Forum Update	Audit current communication methods and frameworks, including accessibility issues (PDFs etc.).	Housing Communications Team	Next HAB meeting	An approval process has been introduced for users to quality check and control stream of messages sent to tenants.
3	Tenant Voice Forum Update	Work with Corporate Comms to standardise key tenant communications in collaboration with TVF.	Corporate Communications & Housing	Ongoing – Update at next HAB	Ongoing. TVF member is actively involved in reviewing the website and comms to ensure clarity and accessibility for all. Draft Housing comms strategy to be shared via consultant end of March 2026
4	Service Plan Delivery Update	Produce and present a consolidated single action plan for HAB review.	Sian Grant / Housing	Draft to HAB later in	Consolidated action plan has been developed. Will be presented at HAB meeting in June 2026

			Leadership Team	calendar year	
<b>5</b>	Service Plan Delivery Update	Provide performance update from Data & Intelligence Lead (including building safety follow-up).	Simon Farnworth	Later in calendar year	Performance is reported to HAB on a quarterly basis. Next performance report is March 2026.
<b>6</b>	Heat Network Regulations	Present budget implications as part of Cabinet papers in February (capital spend & management fees).	Claire Rogan	February 2026 Cabinet	Budget presented to Cabinet in Feb including implications of investment needs in properties.
<b>7</b>	Homelessness Strategy Review	Circulate Homeless Partnership membership details to all HAB Members.	Amanda Mullen	Before next HAB meeting	Currently in progress, so it will not be ready for distribution at the next HAB meeting. Ella (Vice Chair) is developing a providers list, which will also support item 8 on the action log. In addition, a visual map of providers is currently being create
<b>8</b>	Homelessness Strategy Review	Circulate full structure chart covering all streams/sectors (Probation, Prison, Asylum/Immigration, Red Cross etc.).	Amanda Mullen	Before next HAB meeting	Please see above.

<b>9</b>	Annual Rent Increase	Issue rent increase letters to tenants explaining increases and support available.	Housing Service	End of February 2026	Finance will send letters out 24th to 26th Feb
<b>10</b>	Annual Rent Increase	Await Government announcement on Rent Convergence and update HAB when available.	Sian Grant / HRA Finance	January 2026 or next HAB	Government has confirmed that rent convergence will apply from April 2027. In the first year rent can be increased by CI+1% +£1. From April 2028 rent can be increased by CPI+1% +£2 until rent convergence is achieved.

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## March 2026

To	Housing Advisory Board
From	Tenant Voice Forum
Subject	Tenant Voice Update
Purpose	In addition to the core members of TVF, wider tenants have also been engaged in some areas to provide broader insight and ensure the approach is representative
Decision required	For information
Status	Not confidential

### Communication

The previous briefing note, highlighted concerns around communication standards.

Early improvements have been noted in the tone and clarity of some service messages.

Tenant feedback has continued through day-to-day discussions.

11 tenants attended a focus group, requesting to set up a Comms Review Group including website review, digital, social media, etc, ensuring consistency and ease of access.

Officer response and progress to date:

- Several training sessions have been held, and a clear and consistent process has been developed to ensure messages meet a high standard of quality and are appropriate for tenants.
- This includes the introduction of a structured approval process so that messages are reviewed before they are issued, ensuring they are written in plain language, avoid abbreviations, and are targeted to the correct groups to prevent duplication.

TVF will continue to review and feedback.

### Performance

TVF have requested access to performance data, with particular emphasis on monthly data for each key service area, in a simple format, showing the last 12 months results, trends or averages over time, the targets for each service and whether those targets are being met.

TVF remain keen to schedule a dedicated performance learning session to build tenant understanding of how data is collected, measured, and reported.

Progress since last update:

- Performance team have begun exploring formats for monthly data dashboards
- Monthly and quarterly data is published which TVF can access and have suggested a summary or narrative to be included in quarterly insight to give meaningful understanding of performance and what improvements are being made.

## **Complaint Handling Process**

TVF have produced a report summarising areas they have scrutinised and outlined recommendations which will be shared with leadership for actions to be taken forward.

TVF have continued to raise concerns regarding the accuracy and transparency of complaints reporting. These include errors identified in last year's Housing Ombudsman Complaint Service self-assessment, areas where compliance questions should have been answered with a clear 'yes' or 'no', and inconsistency with 12-month time limit discretion for making a complaint in the complaint's factsheet currently on the website.

They have also highlighted that they did not have an opportunity to review the new complaints policy before publication, despite their being enough time in July and August to do so.

In addition, members feel that Stage 1 complaints being responded to by managers, can appear as though staff are marking their own homework, whereas the previous approach; where the complaints manager fully investigated and responded to them; felt more impartial from a tenant perspective.

Finally, TVF wish to note their concern that GDPR was given as the reason they could not observe Contact Centre calls. They feel this limits meaningful scrutiny, particularly as TPAS guidance suggests this should be possible, and that it may unintentionally give the impression of reduced transparency.

TVF requested these points to be raised so we can consider how best to address them and strengthen confidence in the process going forward.

## **Policy Review**

TVF met new Strategy & Policy Manager and have assurance that timelines and process will be introduced for future policy reviews.

TVF also welcomed the discussion around creating policy-explainer videos to make key policies more accessible and tenant-friendly. They were also supportive of the idea that some policies may only require minor amendments rather than full reviews, provided there is still an opportunity for co-design, full feedback from the policy owner, and that all changes are clearly documented for transparency.

TVF have asked for assurance that their briefing notes are not edited into a more corporate style to fit the HAB pack but instead continue to reflect genuine tenant activity and discussions, presented in a professional and problem-focused way.

## **Future actions**

Although formal activity has been limited and one member has since resigned, future activity is focused on ensuring that existing actions and previous commitments remain on track including maintaining oversight of communication and performance activity. There will also be a recruitment drive for wider TVF membership and a review of TVF Terms of Reference.



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### Q3 TSM Qualitative Feedback Summary

#### Introduction

The Tenant Voice Forum (TVF) will examine areas of higher dissatisfaction in greater depth over the coming quarter. This work will be undertaken collaboratively with service leads, focusing on identifying the root causes of issues and highlighting opportunities for meaningful and sustainable improvement.

#### Survey response breakdown.

- Based on 58 tenant comments/149 surveys
- Main response preference was SMS – 114 responses
- Female 89. Male 60.
- Age range 55-64 (45) followed by 45-54 (25) then 65-74 at (22) 35-44 (19) 25-34 (17) 75-85 (15) lastly 5 responses from 16-24 yr old and 7 from 85+

#### Theme Summary

Theme	Mentions (out of 58 comments)
Repairs	20
Staff Praise	13
Communication Issues	8
ASB / Neighbour Concerns	8
Cleaning / Estate Services	2

#### 1. Repairs & Maintenance (Most frequent theme – 20 mentions)

Repairs remain the single biggest contributor to tenant dissatisfaction this quarter, driven by long-standing delays, unresolved issues, and inconsistent communication.

#### Key issues raised.

- Long waits: tenants repeatedly mention repairs outstanding.
- Jobs marked as completed when tenants say they were never attended.
- Tenants feel they have to chase repairs multiple times without updates.
- Recurring or unresolved issues with:
  - Leaks (including ceilings, showers, porches, back doors)
  - Damp and mould
  - Boilers and heating
  - Broken windows
  - Bathroom / wet room repairs

**Example tenant voice:**

- “I’ve been waiting for a wall to be repointed for over 2 years—signed off as completed but nobody came.”
- “My bathroom window still not fixed after 3 years... damp and cold air constantly coming in.”
- “Reported mould and leakage for a year now and still not fixed.”
- “Boiler keeps breaking; told parts needed but never replaced.”

**What we are doing about this.**

Actions underway:

To address these issues, a coordinated programme of improvement is in place:

- End-to-end- Repairs Process Review led by the new Head of Repairs to identify bottlenecks, quality issues, and incorrect job closures.
- Data accuracy audit focused on verifying “completed” jobs and improving system compliance.
- Backlog clearance of older repairs (1–3 years), with prioritisation based on risk and tenant impact.
- Strengthened supervision across contractors and in-house operatives, including post-work call-backs to validate completion.
- Enhanced damp and mould triage, aligned with Awaab’s Law, supported by a project group to embed new standards and workflows.
- Improved tenant communication, ensuring updates are provided after each appointment and whenever jobs are reallocated, delayed, or rescheduled.

**Outcome expected:**

These actions will provide greater oversight, reduce the need for tenants to chase, and improve the accuracy of job completion data. Work led by the new Head of Repairs is already shaping an improvement plan aimed at moving performance closer to target and improving tenant satisfaction as we progress into the next quarter.

**2. Communication & Contact Centre Issues (8 mentions)**

Tenants express frustration with communication flow and the difficulty getting updates.

**Key issues raised:**

- Repairs raised but no communication afterwards.
- Tenants struggle to get through to the contact centre.
- Conflicting information between teams (ASB, repairs, housing officers).
- Tenants unsure who is dealing with their case.

**Example tenant voice:**

- “Your customer service department is atrocious... staff need basic training.”
- “Hard to speak to anyone since the system change.”
- “I wasn’t listened to, especially as I have additional needs.”

**What we are doing about this.**

Some progress has been made to improve communication between Housing Services and the Contact Centre, including the introduction of dedicated inboxes, clearer service-level messaging to tenants, and joint participation in the Institute of Customer Standards. However, these actions do not yet go far enough. Tenants still experience inconsistent access routes and variable service quality, and the Contact Centre does not always have the information needed to manage enquiries effectively.

Further work is required to streamline processes, strengthen communication, and ensure tenants receive timely, accurate updates without unnecessary repeat contact.

- Standardise call backs for repairs, ASB and tenancy management reducing conflicting information between teams
- Implement the Institute of Customer Standards accreditation recommendations once established.

**Outcome expected:**

Fewer tenant chasers, clearer case ownership, and aligned messaging across services.

**3. Anti-Social Behaviour (8 mentions)**

ASB concerns remain a strong theme, often linked to dissatisfaction with the council response.

**Key issues raised:**

- Noise nuisance (late-night noise, loud music)
- Drug use / dealing in blocks or streets
- Neighbour intimidation or harassment
- Tenants feeling unsupported or unsafe
- Cases where tenants feel evidence provided but no action taken

**Example tenant voice:**

- “Seven months of diary sheets and nothing done. We are disabled and vulnerable.”
- “Kids hitting cars with footballs, hostile neighbours—nothing gets resolved.”
- “Drug users in flats and nothing is done.”

**What we are doing about this.**

**Actions underway:**

- Strengthening ASB action plans, using early Housemark feedback to improve consistency and documentation.

- Clearer evidence requirements communicated to tenants at the start of each case.
- Improved multi-team coordination (ASB, Contact Centre, Housing Officers, and Repairs) to avoid unclear ownership.
- Risk-based prioritisation for vulnerable tenants and those reporting severe or persistent ASB.
- Review of cases older than six months, ensuring actions are recorded, followed up, and communicated back to tenants.

**Outcome expected:**

More consistent ASB case handling, clearer expectations for tenants, and stronger reassurance.

**4. Cleaning & Estate Services (2 mentions)**

Although a smaller theme in Q3, comments appear at both ends of the scale.

**Positive**

- Communal cleaners described as “fantastic”, “great”, and “appreciated”.

**Key issues raised.**

- Grass cuttings left on lawns
- Shrubs and trees not cut back
- Build-up of rubbish attracting ASB or vermin

**What we are doing about this**

Actions underway:

- Quality checks on grounds maintenance to address grass cuttings, shrub trimming, and cleanliness.
- Linking estate concerns to ASB and Neighbourhood Teams where issues (e.g., rubbish build-up) cause wider nuisance.
- Better reporting routes for environmental issues, signposting to the correct Council service where not owned by Housing.

**Outcome expected:**

Cleaner communal spaces and quicker resolution of environmental issues.

**5. Staff Praise & Positive Experiences (13 mentions)**

A significant number of tenants used the survey to express gratitude.

**What tenants praised:**

- Caretakers going “above and beyond”
- Helpful Housing Officers
- Quick repairs when they *are* done

- Feeling safe or well supported
- Appreciation for being heard or treated with respect
- Anniversary texts and personal touches

**Example tenant voice:**

- “The staff at Griffin Close are amazing and so helpful.”
- “Repairs were done quickly—well done for that.”
- “Thank you for everything, I’m very happy with the service.”

**Actions underway:**

- Sharing positive feedback with teams (Caretaking, Housing Officers, and Repairs).
- Highlighting good practice in Team Briefs and the TVF, reinforcing what “good looks like.”
- Building positive examples into training, especially around empathy and communication.

## **6. Other Themes**

### **Condition & suitability of home**

- Some tenants report the property no longer suits mobility/health needs.
- Requests for moves to quieter or safer accommodation.

### **Bins, grounds & local environment**

- Concerns about litter, dog fouling, fly-tipping, and lack of maintenance.

### **Safety & security**

- Requests for CCTV
- Concerns about tree overgrowth affecting lighting and damp
- Reports of rats in gardens

What we are doing about this.

### **Actions underway:**

- Direct signposting to relevant Council teams for environmental issues (e.g., grounds, waste).
- Triage to correct Housing teams when tenancy or repairs action is needed.

### **What we need to do**

- Improve logging in QL so cross-service referrals are visible and tracked.
- Review of cases raised about suitability of home, linking into allocations or adaptations where appropriate.

**Outcome expected:**

Stronger service coordination and reduced tenant frustration when issues fall across multiple departments.

All feedback is reviewed and signposted to the appropriate Council service if is not in the Hosuing Services gift to resolve. All issues associated to tenants are triaged to the appropriate team and individual as a task, to contact the tenant directly and resolve.

# Housing Services Quarterly Report.

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

**Data as:** Q3 FY'25

**Produced By:** Claire Rogan

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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.  $R^2$  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

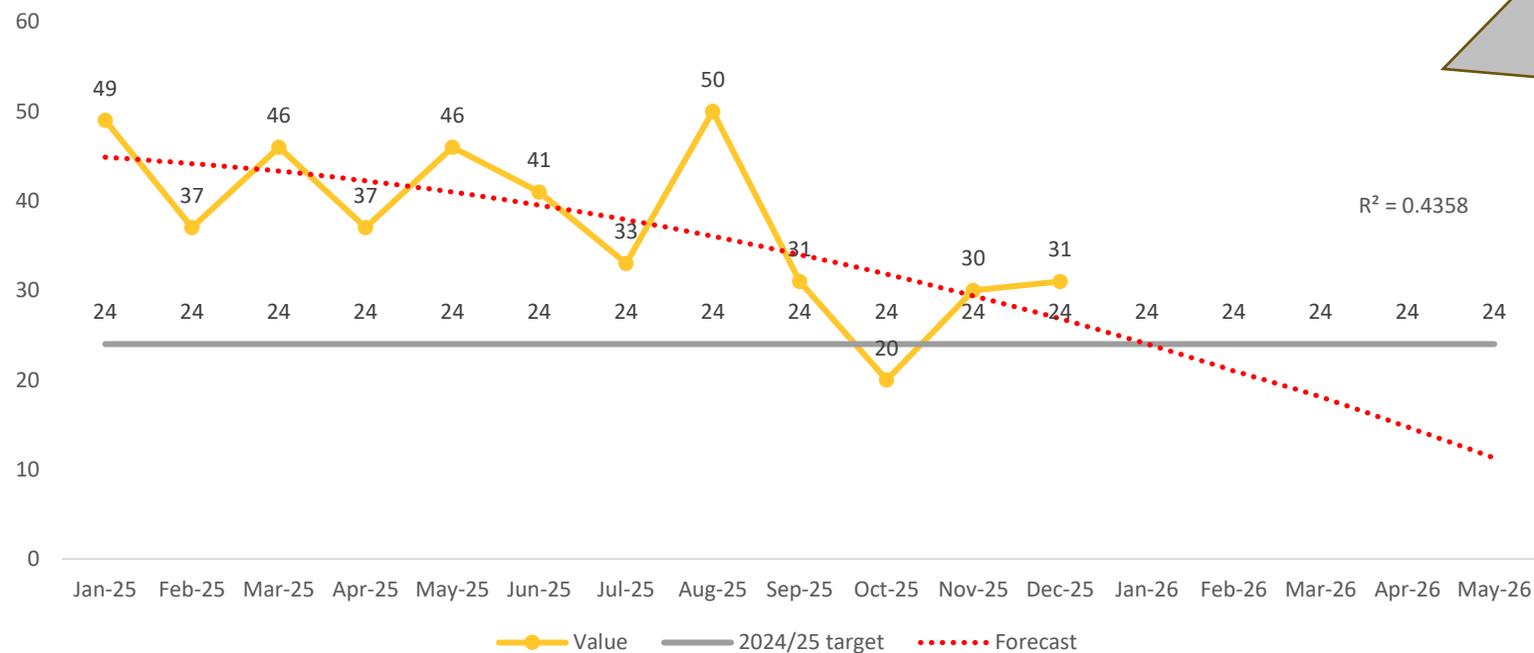


## Performance forecasts for the next two quarters

- 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.

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

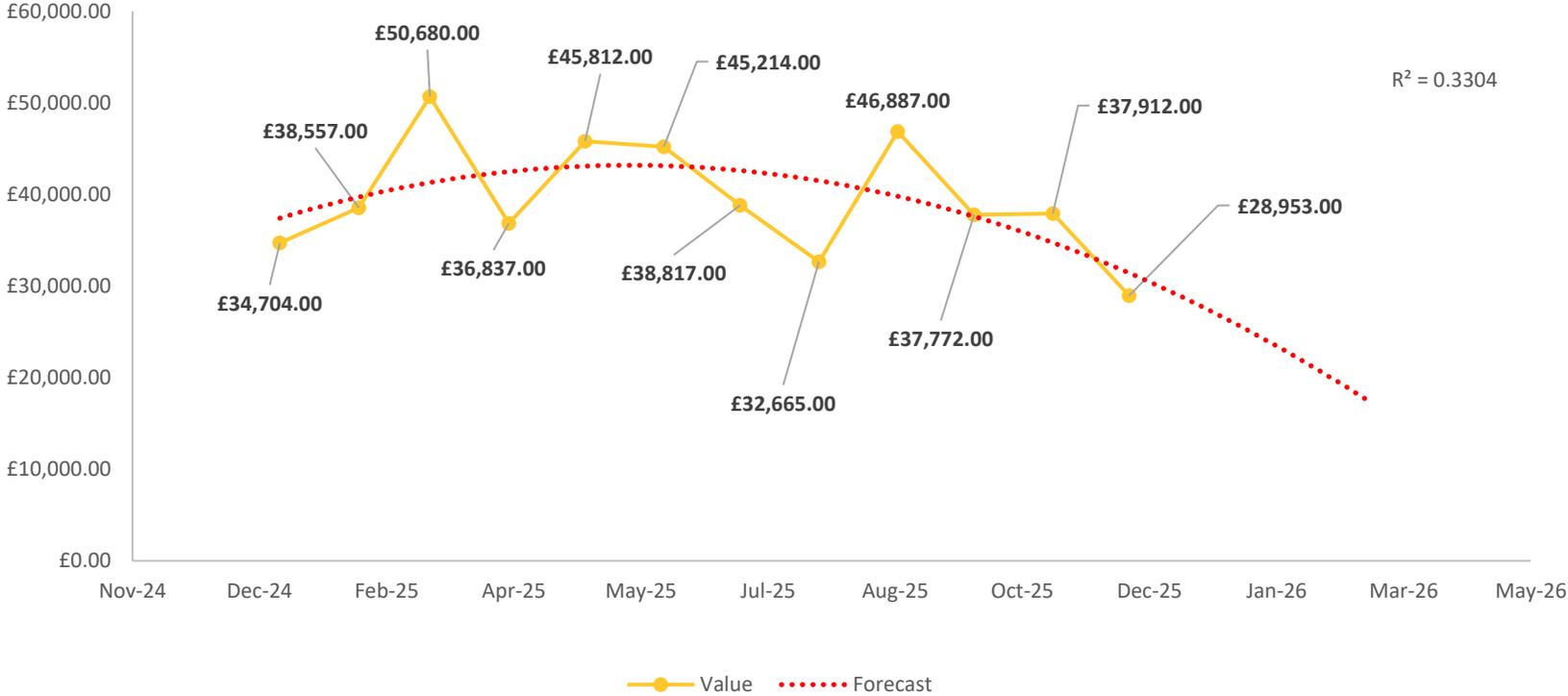
Average time taken to re-let local authority housing in days (General Needs properties only)



Q3 average performance was 27 days against a 24-day target — another improvement on Q2, which aligns with the forecast trend. Performance improvements will need to be sustained to reach the target figure of 24 days

# Rent loss from vacant homes

Rent loss from vacant LA homes



# Factors affecting Relet (voids) performance

## **Property condition**

The quarterly performance reflects the seasonal impact of the Christmas period, during which void activity typically pauses for nearly two weeks, significantly affecting turnover. Six properties were let to care leavers during this period. These allocations require higher specification standards and greater flexibility around sign-up dates to ensure properties are fully prepared and that care leavers receive the necessary support, which can extend letting times.

## **What are we doing?**

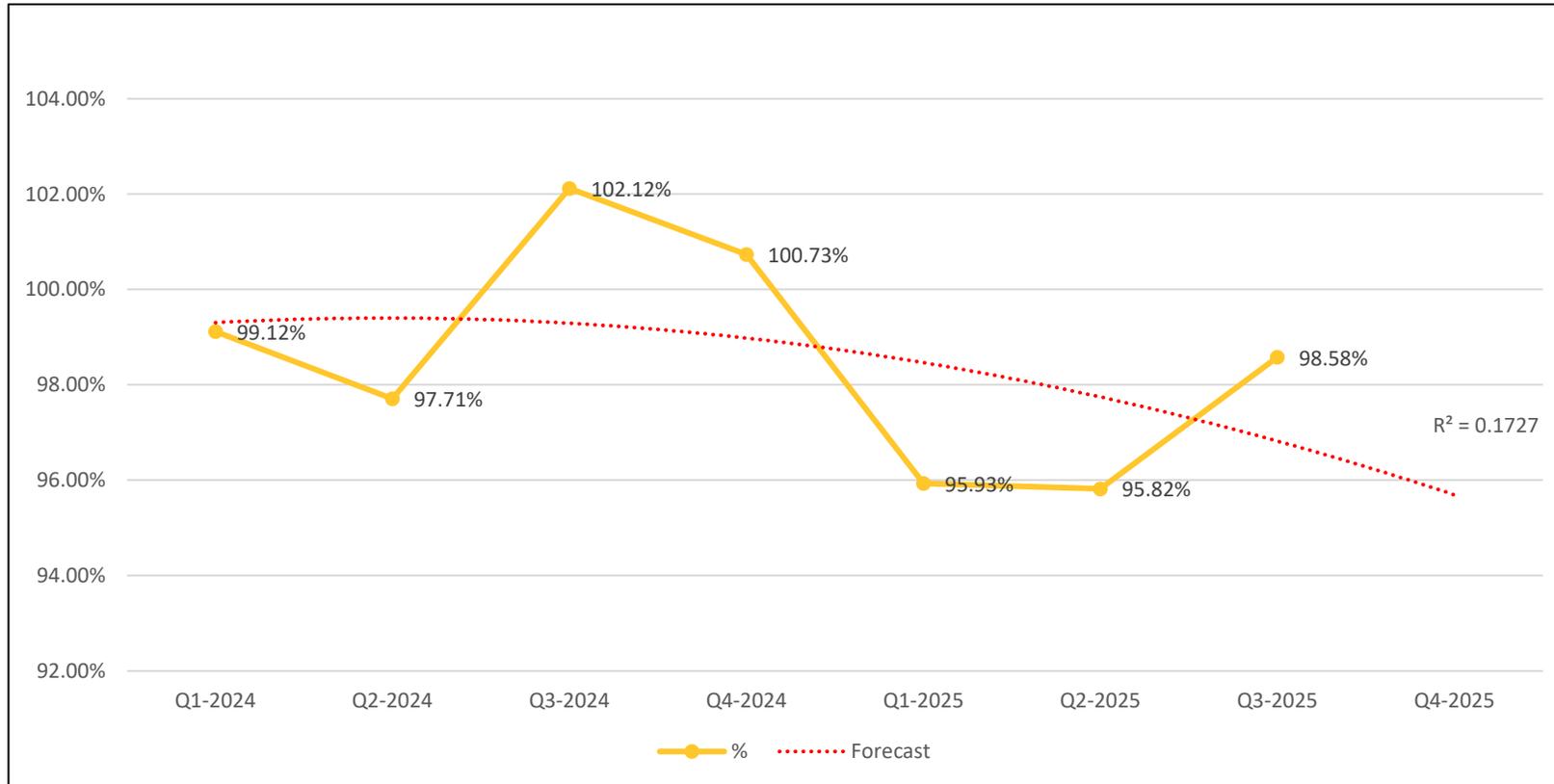
We continue to develop a more robust approach to tenancy visits to give us more awareness of poorer properties and deal with this before they present to the void team. Introductory tenancy eight-week visits are currently tagged to the Void period and not the tenancy in QL . This means some actions to instigate a visit can be missed as they are not apparent to the housing officers. We have requested that this be modified so that the housing officers receive a flag directly to their work trays.

## **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. The teams will continue to reduce performance by meeting weekly and prioritise those with an applicant ready to sign.

# Rent Collection

## Proportion of rent collected (BURY properties only)

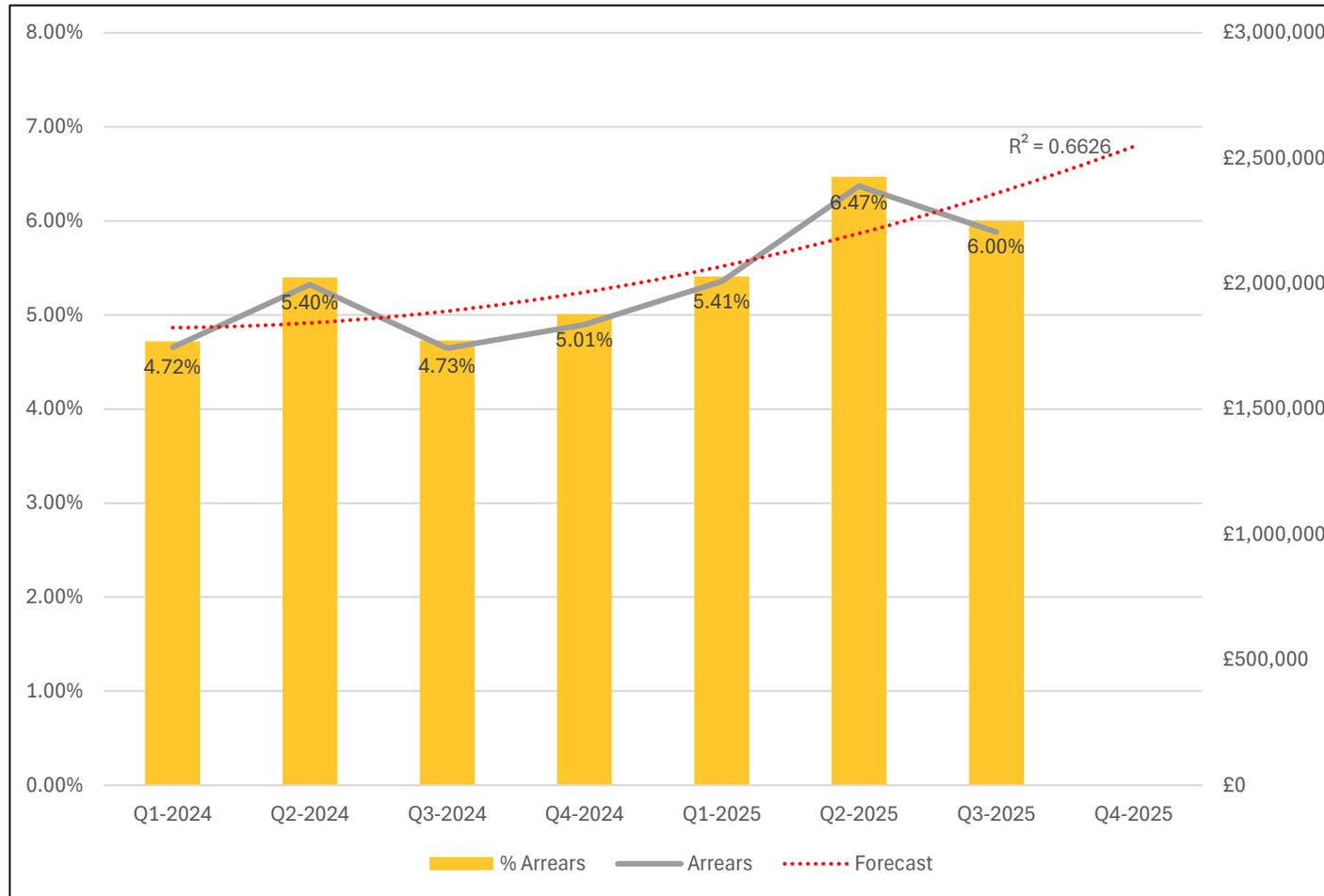


Current target is 99.5% with a YTD collection rate of 98.58%. When this percentage drops arrears increase. When comparing ourselves to our peers we can see that this collection is an average.

## Rent Collection

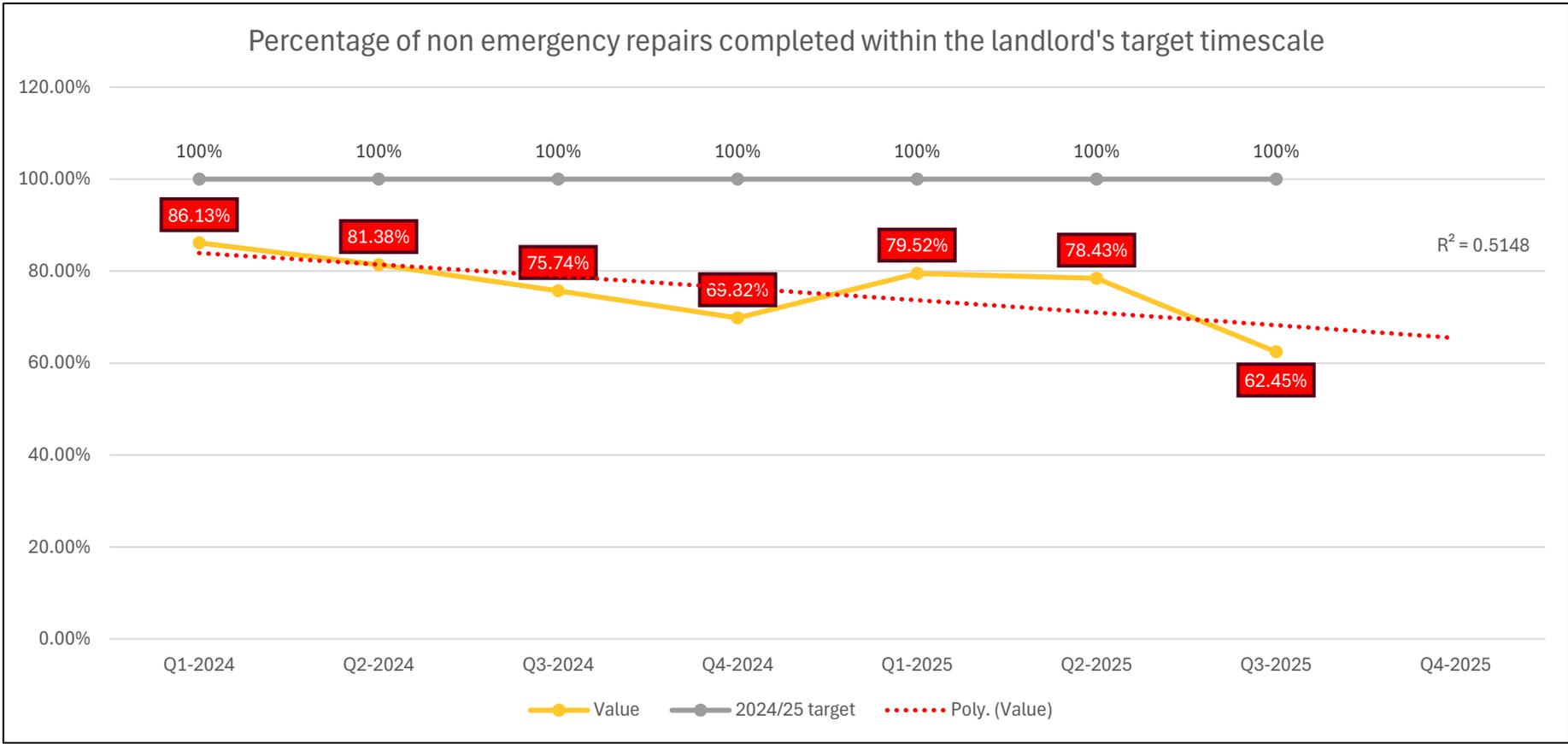
- Work has continued on our caseload manager system, and this has now gone live from 23/12/2025. This allows us to risk assess each case and create a priority order for contacting tenants. We're now in phase 2 of our Voicescape build, adding automated calls and texts to reduce officer contact and free up time for higher-priority cases.
- Over the last four months, we recruited and trained five new team members, including four officers who handle debt cases up to court action.
- The seasonal increase in arrears is anticipated to reduce by the end of Quarter 3

# Total rent arrears (Bury Council Stock)

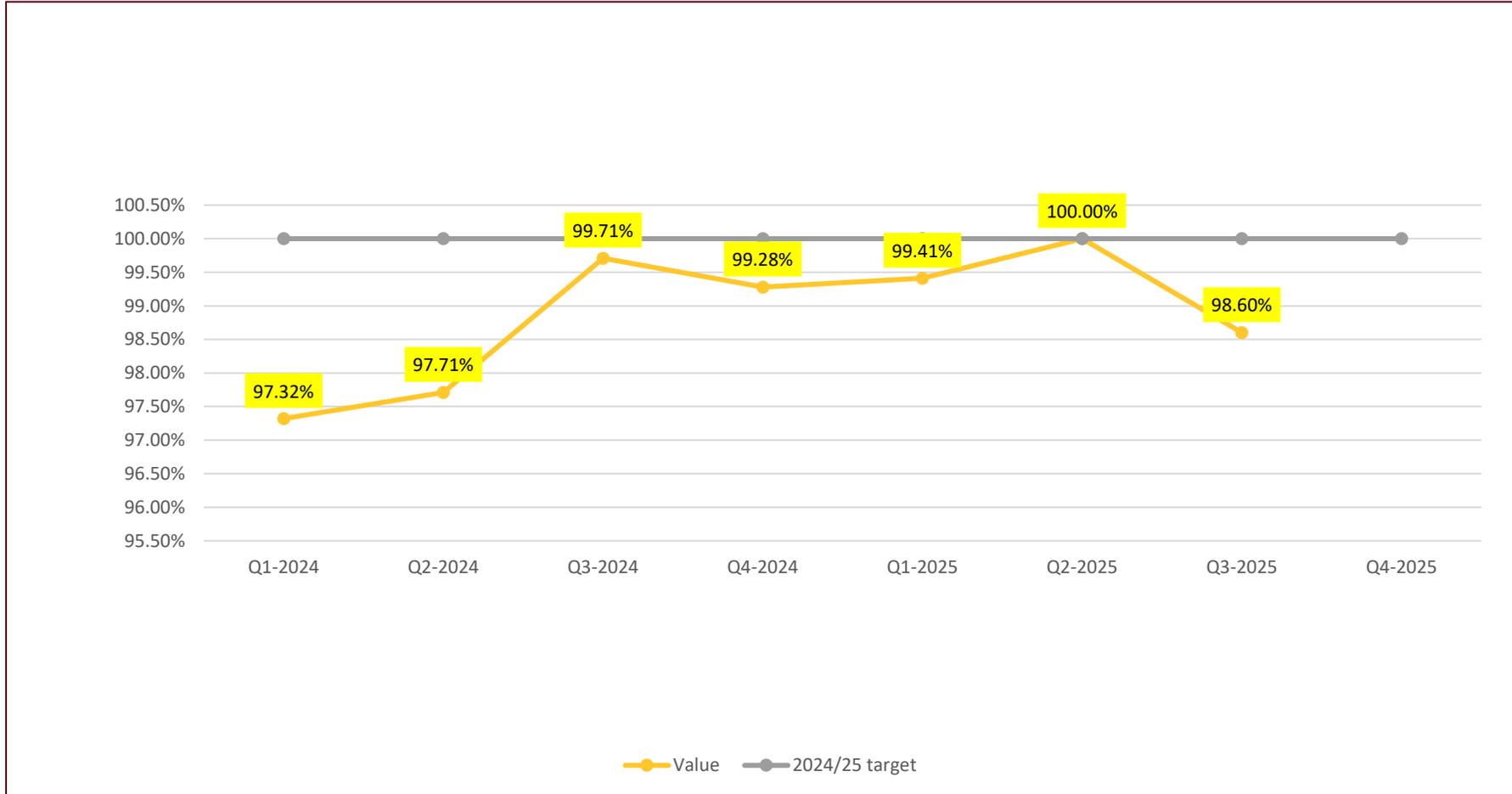


Current target is 4.5% with a 25/26 YTD performance figure of 6.00

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



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



# Repairs performance

## **Factors impacting performance/ Steps being taken to improve performance**

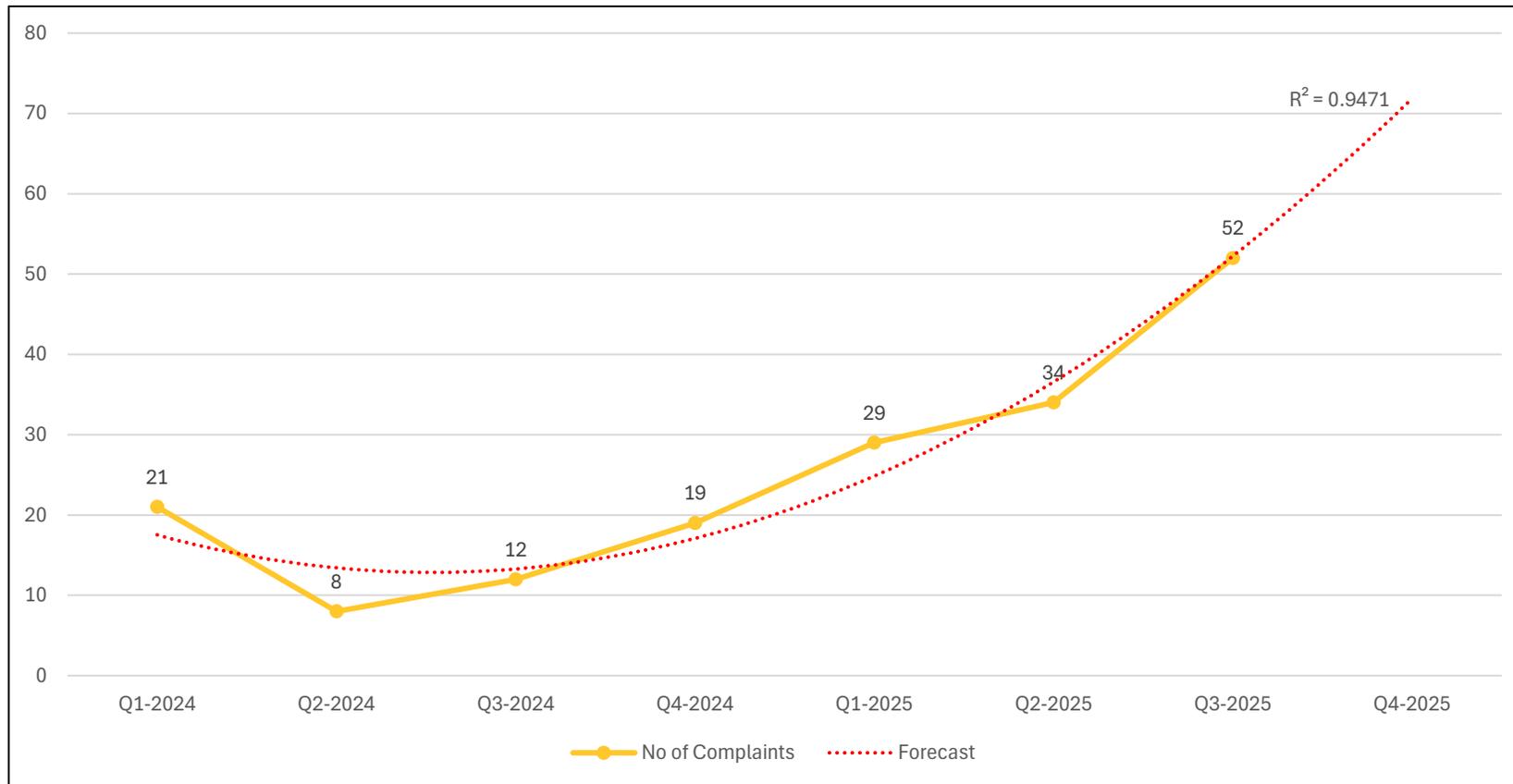
### **Percentage of non-emergency repairs completed within the landlord's target timescale**

The drop in non-emergency repairs completed within target from 78% in Q2 to 62% in Q3 was influenced by several operational and seasonal factors. December's festive shutdown reduced available working days, creating a shorter window to complete routine repairs and increasing pressure on appointments immediately before and after the break. Performance was also affected by staffing changes, including experienced operatives leaving the service and others moving into newly created or vacant supervisory roles. While positive for succession planning, these transitions temporarily reduced frontline capacity and required time for new team members to settle into revised responsibilities. In addition, a change in how work orders are completed and closed down introduced an initial adjustment period, as teams adapted to new processes and quality checks. Combined with higher-than-usual demand leading into winter and the need to manage carry-over jobs, these factors collectively contributed to the decline in performance during Q3.

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

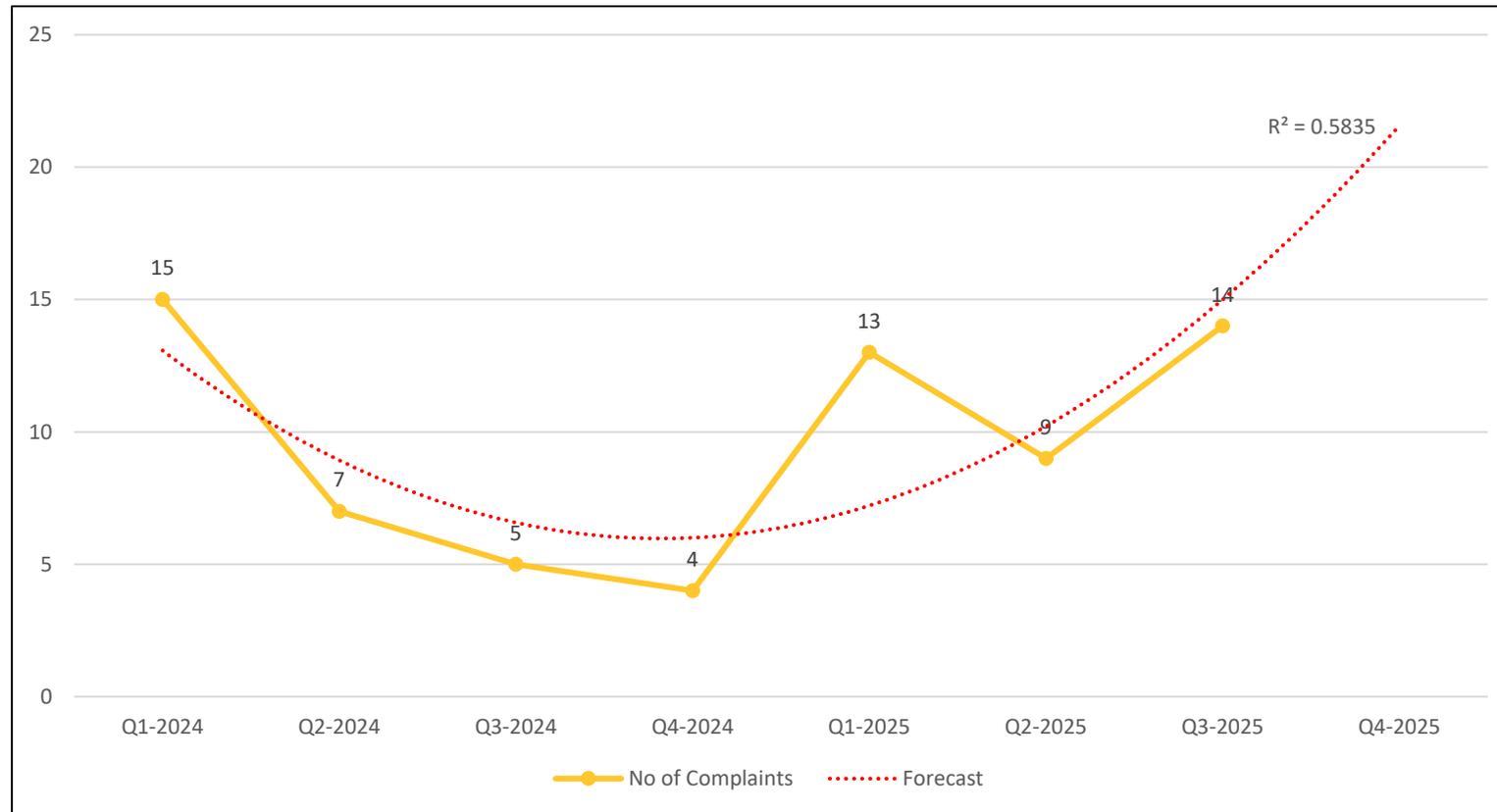
The percentage of emergency repairs completed within the landlord's target timescale reduced slightly from 100% in Q2 to 98% in Q3. This dip was primarily driven by administrative factors linked to how emergency work orders are raised, updated and closed. As processes have tightened to ensure greater accuracy and compliance, a small number of jobs that were completed on time were recorded as late due to administrative delays rather than operational performance. In addition, the introduction of Awaab's Law has increased the level of scrutiny and required response times for certain categories of repairs, particularly those relating to damp and mould. This has created an adjustment period as teams familiarise themselves with new legislative requirements and associated workflows. While the overall reduction is modest, these changes collectively contributed to the slight decline observed during Q3.

# Number of complaints - Stage 1



Total stage 1 complaints received Q3: 52  
 Total stage 1 complaints received Q2:34  
 The increase is positive (previously underreporting) and improved logging.

## Number of complaints - Stage 2



Total stage 2 complaints received Q2: 14  
Total stage 2 complaints received Q1: 9  
The decrease reflects on the positive management of our Stage 1 complaints

# Complaints Performance

Complaint volumes have increased significantly this year, largely due to improved reporting practices and the introduction of a dedicated complaints inbox. Despite this increase, performance has strengthened, escalation rates have reduced, and response times remain high. Capacity issues earlier in the year have now been resolved following induction of new staff, improving resilience.

## Complaint Volumes

Stage 1: 143 (up from 62 last year)

Stage 2: 40 (up from 31 last year)

This is a positive position, as we previously saw under-reporting of complaints. The higher Stage 1 volumes alongside slowing escalation rates suggest improved Stage 1 complaint handling and rising tenant confidence in the process. Escalation rates have decreased to 28% from 50% last year.

## Next Steps

- Implement Housemark recommendations for Complaint Handling and ASB management.
- Strengthen repairs communication
- Deep dive tenancy management complaints, identify trends and learning.

# Complaints Performance

Housing Ombudsman cases

<b>HOUSING OMBUDSMAN SERVICES CASE DECISIONS 25-26</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Total to date</b>
Severe Maladministration	0	0	2	2
Maladministration	0	3	3	6
Service Failure	1	0	1	2
Non-Maladministration	2	2	0	4
Reasonable Redress	1	1	0	2
	4	6	6	<b>16(decisions)</b>

## Compensation Overview

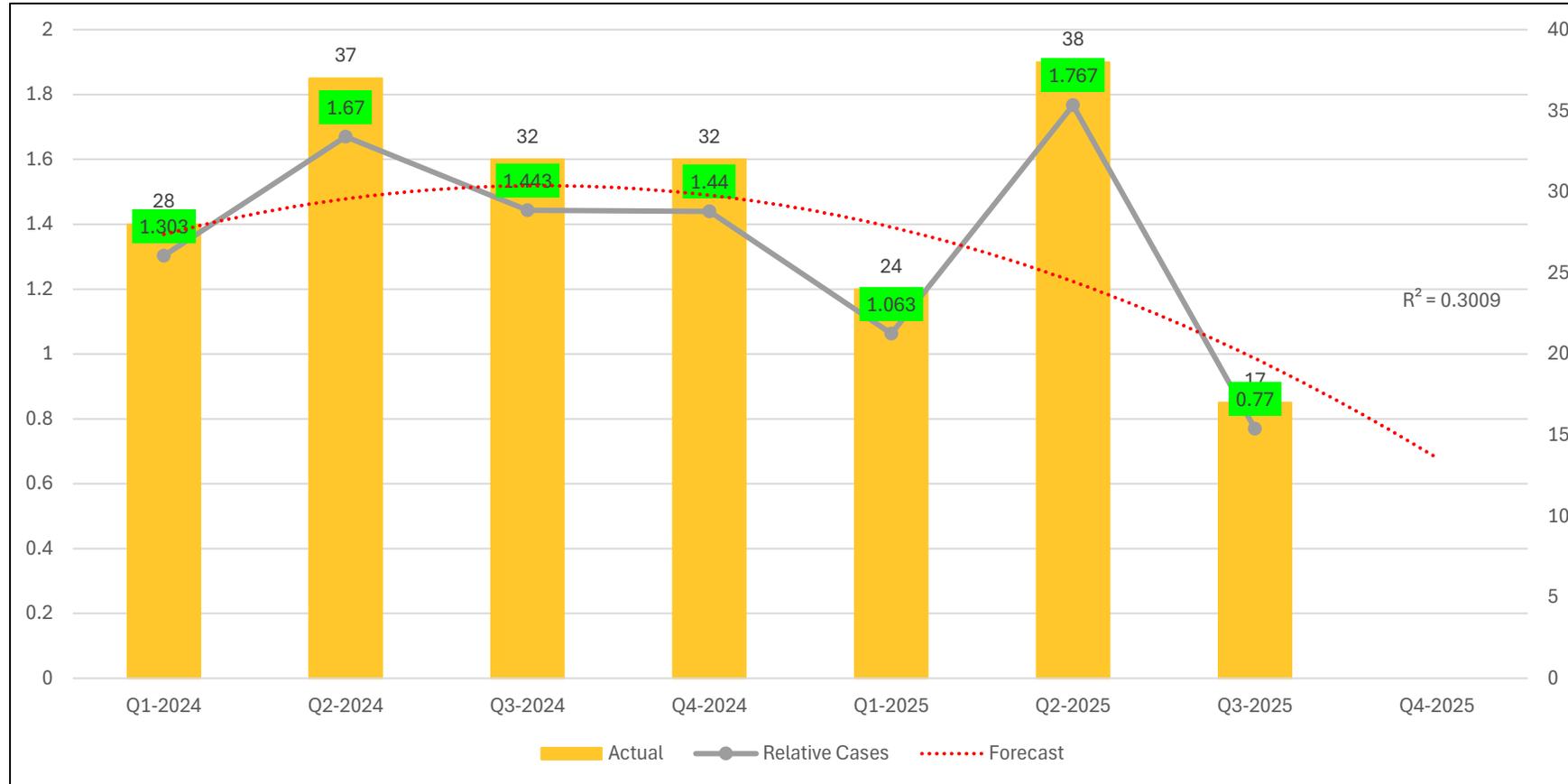
24/25 total: £42k

YTD 25/26 total: £30,841.40

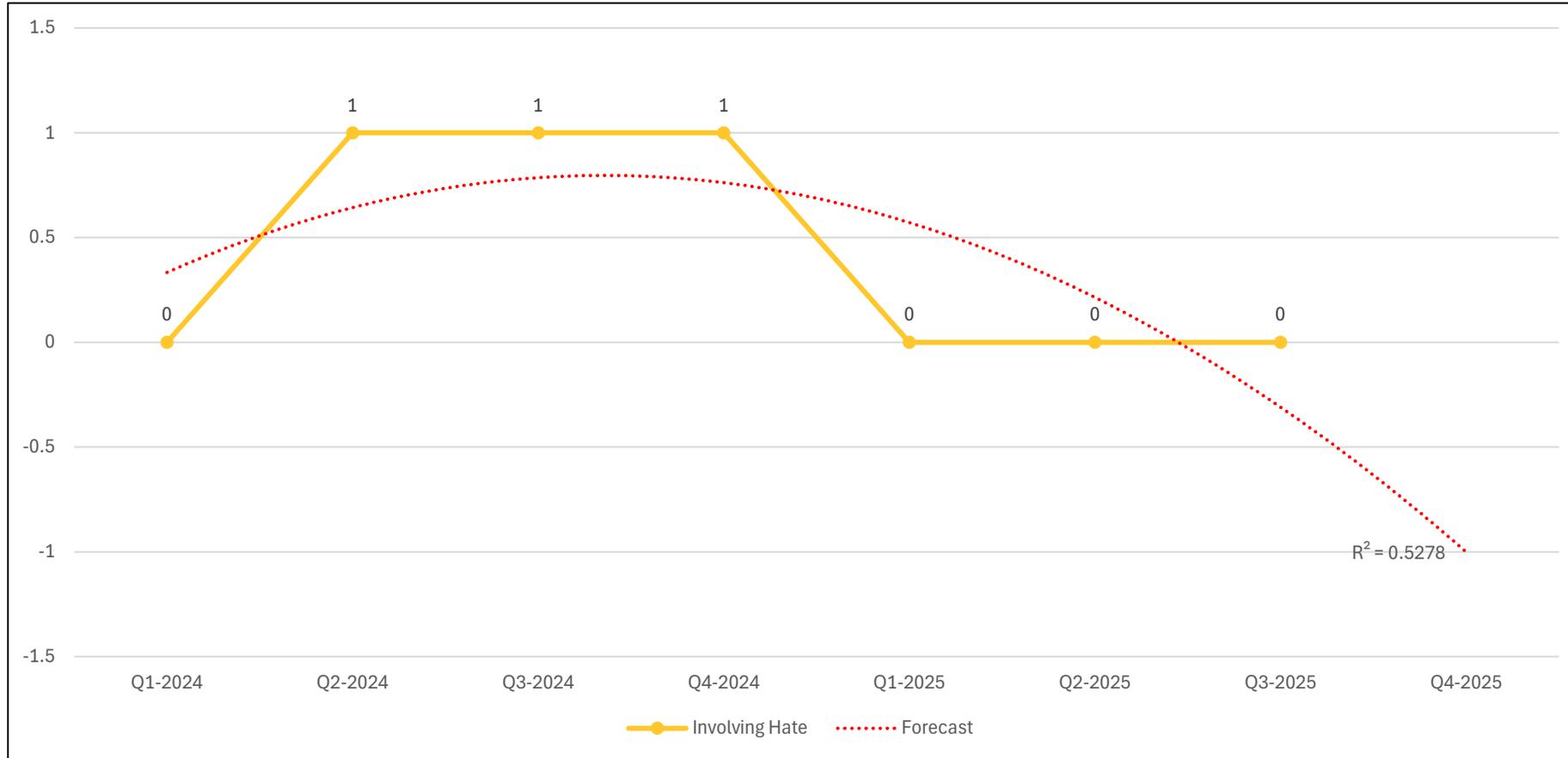
## Next Steps

- Implement Housemark recommendations for Complaint Handling and ASB management.
- Strengthen repairs communication
- Deep dive tenancy management complaints, identify trends and learning.
- Compensation Policy review in line with HOS guidance

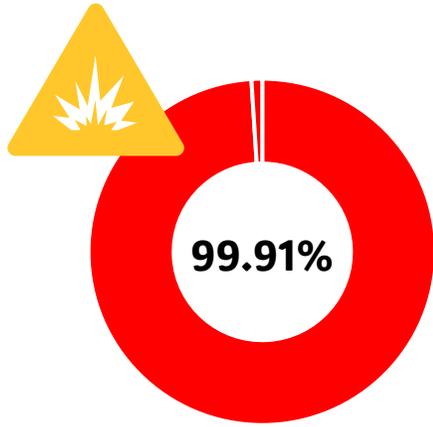
## Anti-social behaviour cases relative to the size of the landlord



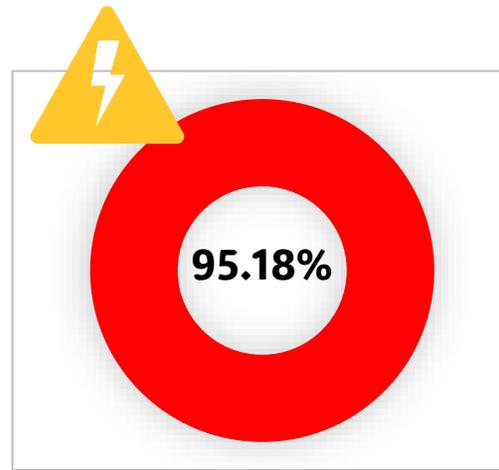
# Anti-social behaviour cases that involve hate incidents



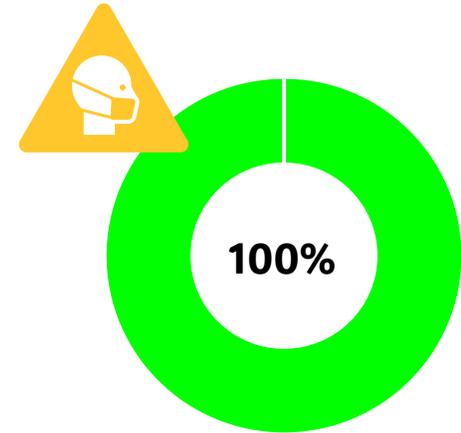
# COMPLIANCE MEASURES



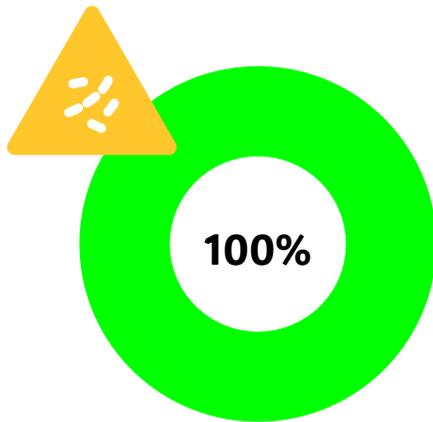
**GAS CHECKS**



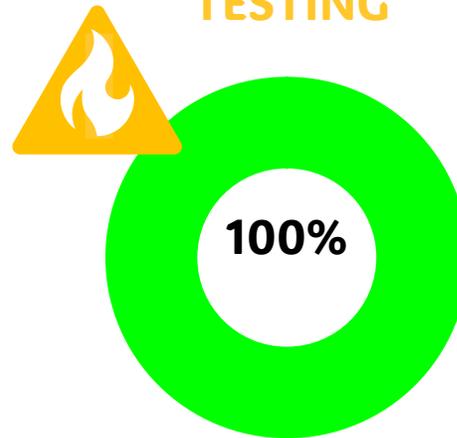
**ELECTRICAL TESTING**



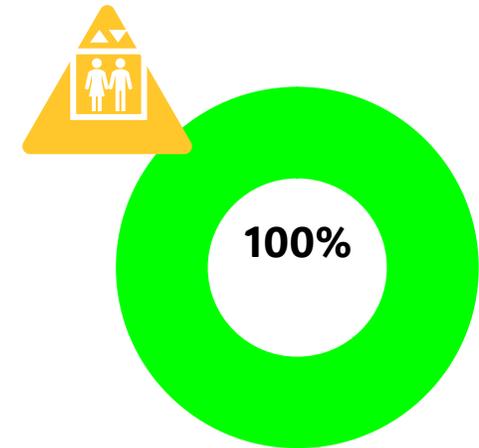
**ASBESTOS CHECKS**



**LEGIONELLA CHECKS**



**FIRE RISK ASSESSMENTS**



**LIFT TESTING**

# Compliance mitigation

## Gas Safety

Gas safety compliance for December stood at 99.91%, remaining high but marginally below the 100% target. The shortfall is due to a small number of no-access cases that are currently progressing through the legal process.

## Gas Capped Properties

10 where customers don't use gas however there is a gas meter accruing a standing charge debt

7 were void properties

2 all electric property

2 properties needed further work which have now been completed and the gas supply reinstated)

Of the 10 properties capped 5 customers have vulnerabilities

3 customer had dependents

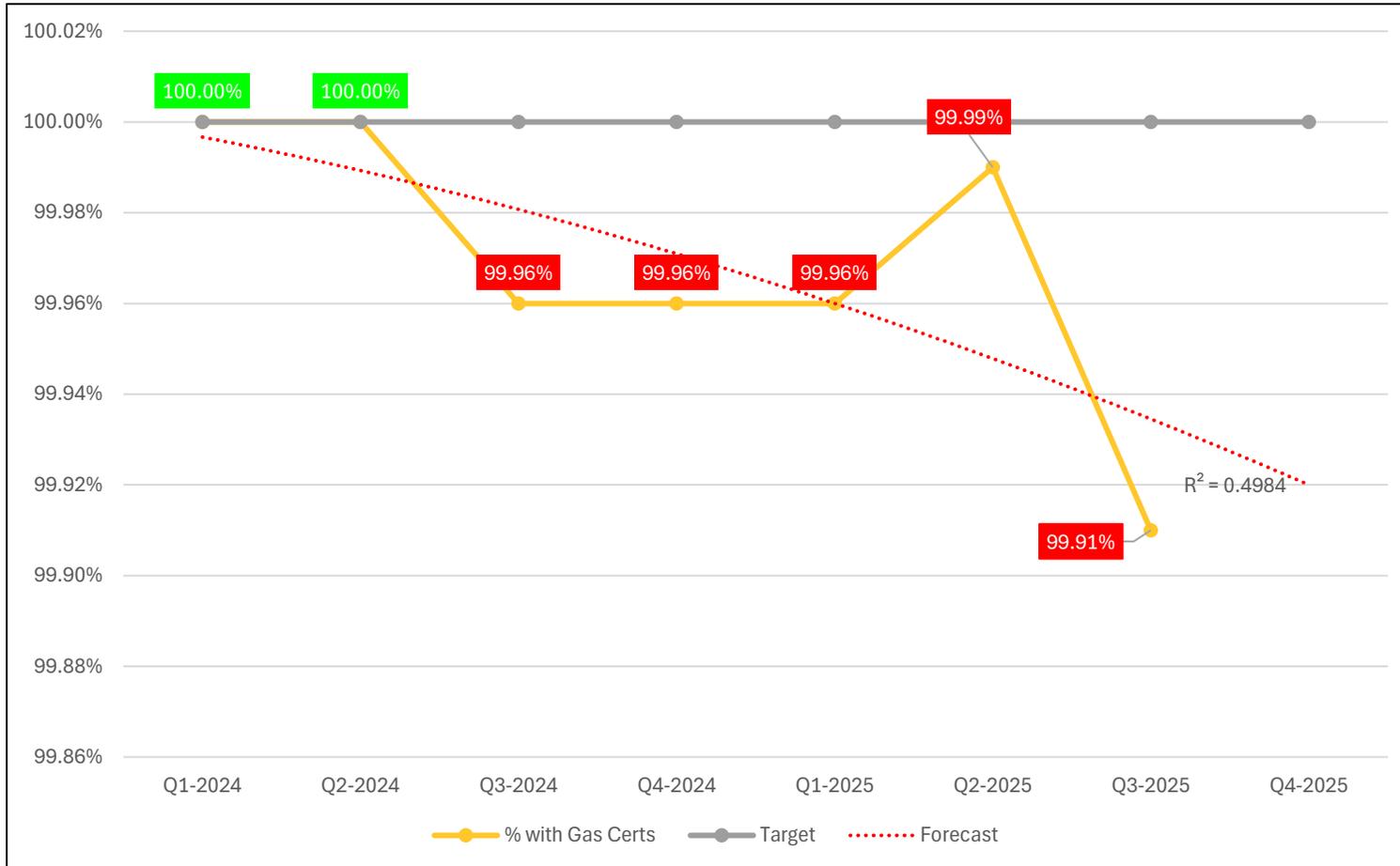
## Electrical Safety

A new Compliance Manager & Electrical Specialist have been appointed and are currently in the process of taking over responsibilities. Five-Year Compliance Plan: A structured plan has been developed and implemented to ensure all properties are tested within the new five-year cycle.

## Fire Safety

A new Compliance Manager has been appointed and is now taking charge of the service. They are reviewing all outstanding actions in detail, working closely with the team, and strengthening oversight of compliance activity. With these measures in place, the aim is to achieve 100% Fire safety compliance by March 2027.

# Gas Compliance



Q3 performance- 99.91%  
Q2 performance – 99.99%  
This % equates to 7 property outside of compliance. The reason for this is the change over to the new legal process

# Gas Compliance

## **Out of Date Properties:**

Property one - 480 Days Out Of Date (Passed to Legal for warrant)

Property two - 37 Days Out of Date (Passed to Legal 28/11/25)

Property three - 37 Days Out of Date (Passed to Legal 03/12/25)

Property four - 30 Day Out of Date (Passed to Legal 10/12/25)

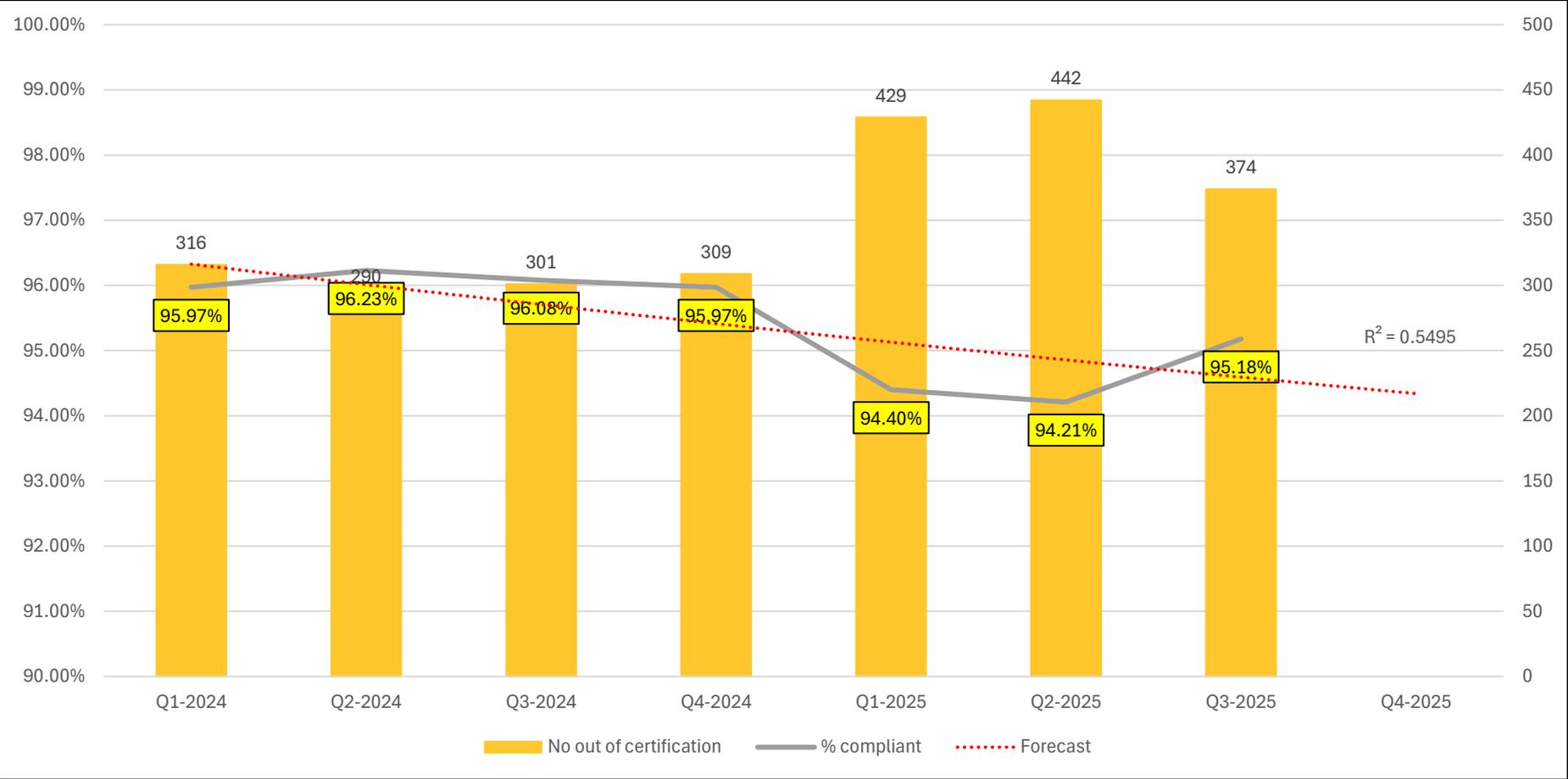
Property five - 22 Days Out of Date (Passed to Legal 17/12/25)

Property six - 16 Days Out of Date

Property seven - 13 Day out of date

The reason for having such a high number of properties out of date is the change over to the new legal process

# Electrical Testing



# Electrical Testing

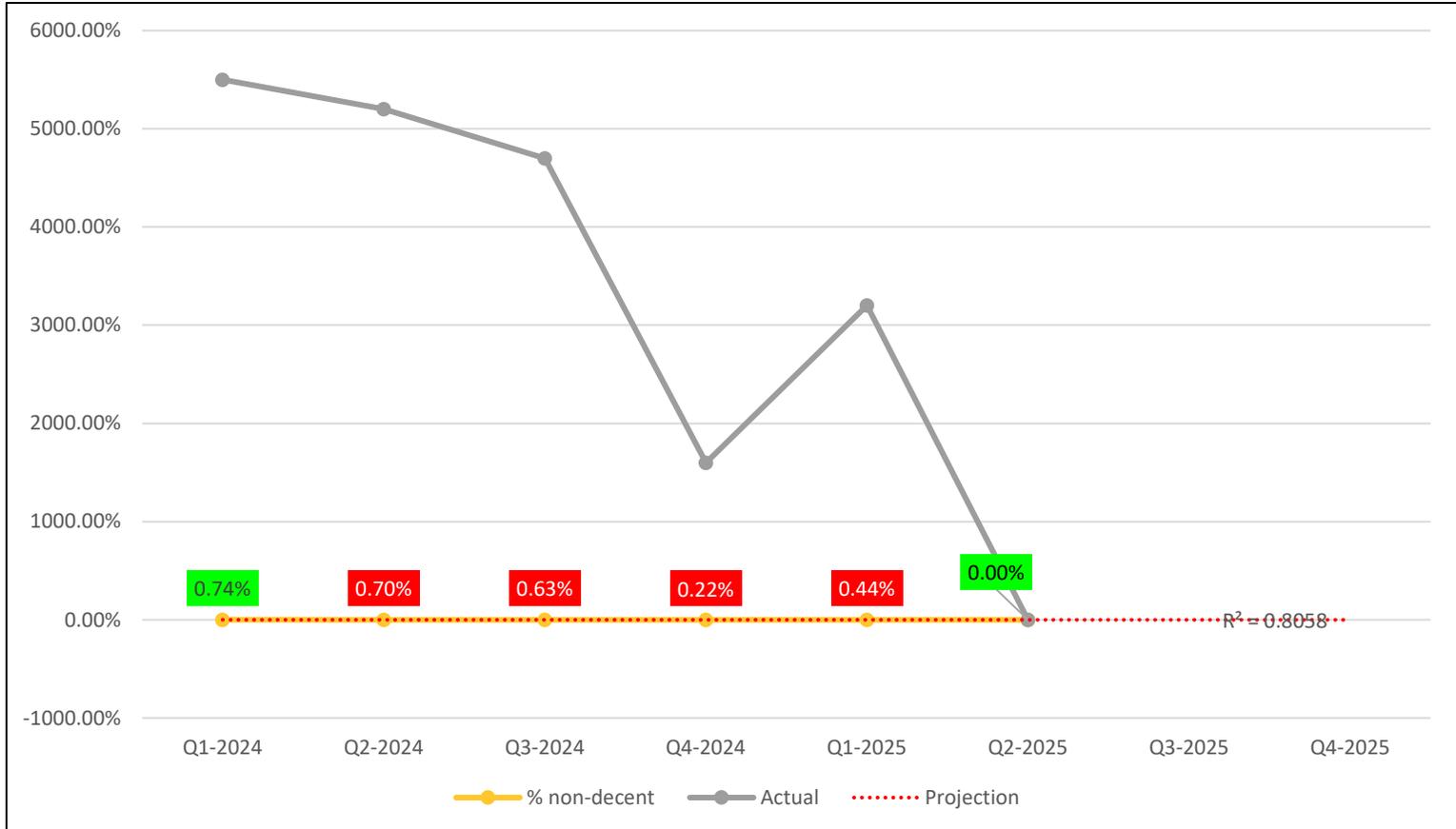
## **Electrical Safety**

A new Compliance Manager & Electrical Specialist have been appointed, and they are currently in the process of taking over responsibilities.

Five-Year Compliance Plan: A structured plan has been developed and implemented to ensure all properties are tested within the new five-year cycle.

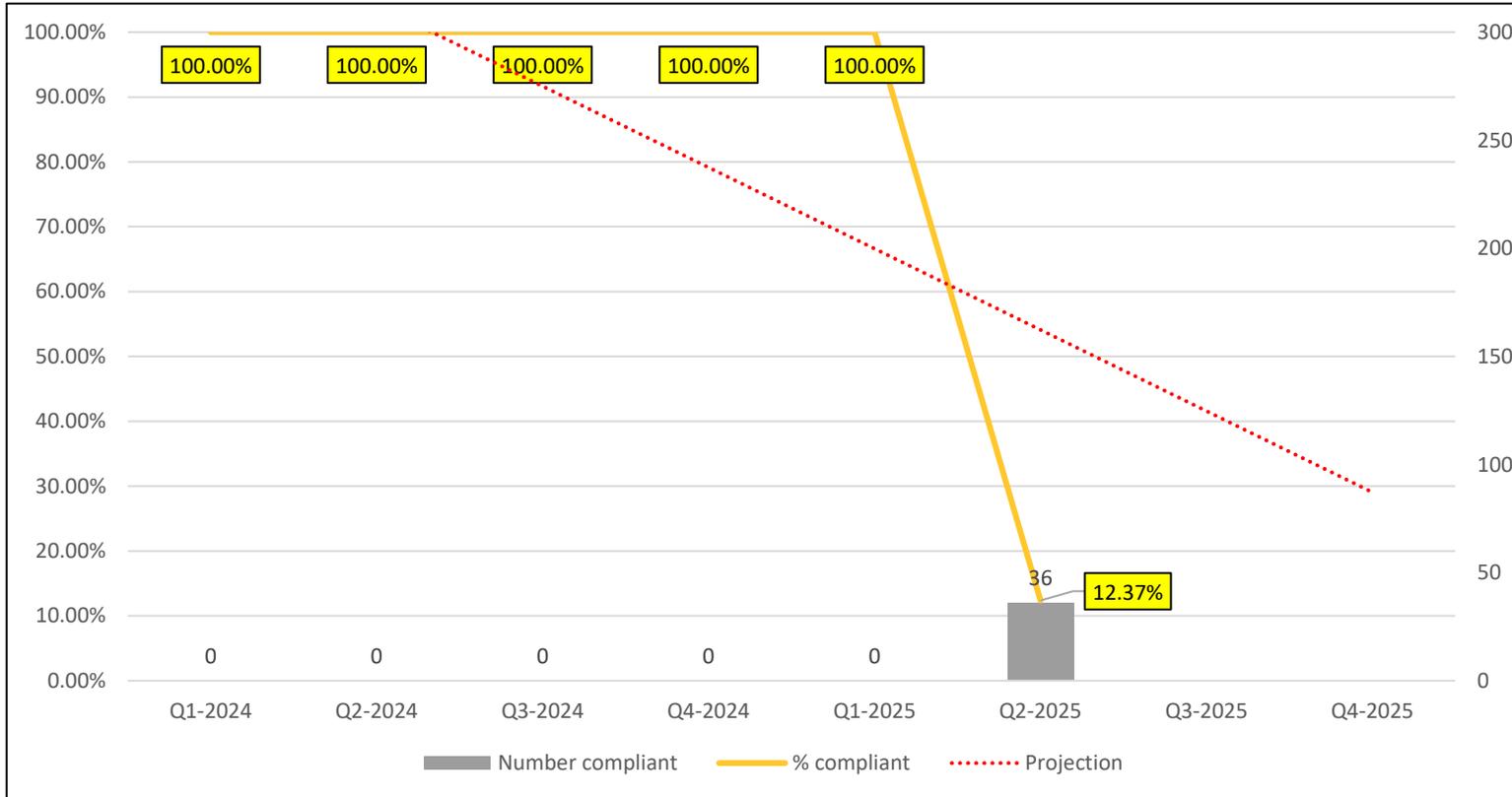
# Legionella Checks

Regulatory



Bury Council

# Fire Safety Checks



Quarter2 255 outstanding actions out of 291 = 12.37% compliance

## Fire Risk Outstanding Actions

- **Fire Safety**
- A new Compliance Manager has been appointed and is now taking charge of the service. They are reviewing all outstanding cases in detail, working closely with the team, and strengthening oversight of compliance activity.
- With these measures in place, the aim is to achieve 100% Fire safety compliance by March 2027.

**Bury Council  
Monthly Scorecard  
2025-26**

**Version:** DRAFT  
**Updated:** 8/8/2024  
**Data as:** 01/08/2024  
**Produced By:** Claire Rogan

Code	TSM	2024/25 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
TP01	<a href="#">Percentage of tenants satisfied with the overall service their landlord provides</a>	70.59%	63.16%	83.61%	83.33%	70.91%	70.37%	73.68%	↑	73.29%	74%	KP
TP02	Satisfaction with repairs	74.55%	72.97%	75.56%	75.76%	57.14%	71.43%	70.27%	↓	73.35%	80%	SB
TP03	<a href="#">Satisfaction with time taken to complete most recent repair</a>	72.76%	78.38%	73.33%	74.24%	64%	72.55%	65.79%	↓	71.78%	75.5%	SB
TP04	Satisfaction that the home is well maintained	66.78%	66.67%	78.69%	81.82%	63.64%	62.96%	76.32%	↑	71.12%	69.4%	SB
TP05	Satisfaction that the home is safe	69.94%	73.68%	78.69%	80.3%	67.27%	75.93%	86.11%	↑	76.6%	76%	BT
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	58.08%	50.91%	63.46%	65.63%	62.75%	56.6%	58.33%	↑	59.24%	58.9%	KP
TP07	<a href="#">Satisfaction that the landlord keeps tenants informed about things that matter to them</a>	64.98%	64.91%	78.95%	75.38%	62.26%	61.54%	68.57%	↑	68.15%	76%	KP
TP08	Agreement that the landlord treats tenants fairly and with respect	74.94%	68.18%	83.05%	80.3%	69.09%	68.52%	80.56%	↑	75.86%	76.3%	KP
TP09	Satisfaction with the landlord's approach to handling complaints	37.6%	12.5%	54.84%	54.55%	50.91%	40.74%	52.63%	↑	45.6%	50%	CR
TP10	<a href="#">Satisfaction that the landlord keeps communal areas clean and well maintained</a>	55.16%	52.94%	60%	46.97%	45.45%	44.44%	55.26%	↑	53.49%	65.5%	KP
TP11	<a href="#">Satisfaction that the landlord makes a positive contribution to neighbourhoods</a>	56.06%	55.36%	70%	65.57%	54%	58.49%	62.86%	↑	60.46%	62.5%	KP
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour	50.8%	51.11%	54.9%	55.36%	44.9%	50%	66.67%	↑	52.37%	60.4%	KP

Code	Asset Management	2024/25 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
AM01	Homes that do not meet the Decent Homes Standard	0.58%	0%	0%	0%	0%	0%	0%	▬	0.15%	0%	BH
AM01a	Homes (dwelling units) that have had a stock condition survey in the last 2 years	N/A	No Data	No Data	No Data	No Data	17.51%	16.98%	↑	17.25%	Info Only	BH
AM01b	Homes (dwelling units) that have had a stock condition survey in the last 5 years	N/A	No Data	No Data	No Data	No Data	83.14%	83.36%	↓	83.36%	Info Only	BH
AM01c	Homes (dwelling units) that have had a stock condition survey in the last 10 years	N/A	No Data	No Data	No Data	No Data	85.64%	87.5%	↓	87.5%	Info Only	BH
AM01d	Homes (dwelling units) that have had a stock condition survey over 10 years ago	N/A	No Data	No Data	No Data	No Data	13.66%	13.63%	↑	13.65%	Info Only	BH
AM01e	Homes (dwelling units) that have no stock condition survey on record	N/A	No Data	No Data	No Data	No Data	0.69%	0.5%	↑	0.6%	Info Only	BH
AM06	Volume of Stock Condition Surveys	N/A	0.9%	0.43%	0.1%	0.84%	0.39%	0.34%	↑	3.45%	Info Only	BH
AM06a	Number of stock condition surveys this month	N/A	66	32	7	62	29	25	↓	28	Info Only	BH
AM08	<a href="#">% of homes with an EPC rating of C or above.</a>	57.66%	57.94%	57.97%	57.98%	59.17%	59.27%	59.27%	↑	58.33%	60%	BH
AM09	<a href="#">Delivery of capital programme (percentage measure)</a>	N/A	3.71%	5.05%	7.71%	12.58%	13.24%	16.1%	↑	16.1%	100%	BH
AM09a	<a href="#">Capital programme - forecast spend versus resources</a>	N/A	12.9%	18.29%	23.84%	30.71%	36.06%	39.08%	↑	39.08%	100%	BH
AM09b	Cumulative Capital monthly spend	N/A	£1,592,786	£2,258,781	£2,945,245	£3,793,427	£4,454,484	£4,763,654	↑	£4,763,654	Info Only	BH

Code	Asset Management	2024/25 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
ADAP01	Adaptations requests received per month	N/A	4	8	8	4	11	11	↑	43	Info Only	BH
ADAP02	Number of major adaptations	N/A	1	0	0	0	0	2	-	5	Info Only	BH
ADAP03	Number of minor adaptations	N/A	4	8	8	8	11	1	↑	47	Info Only	BH
ADAP04	<a href="#">Cumulative monthly % of spend against the budget (Adaptations)</a>	N/A	No data	7.02%	12.8%	21.29%	27.94%	28.41%	↑	28.41%	100%	BH
ADAP04b	Cumulative Capital monthly spend (Adaptations)	N/A	No data	£70,269	£128,025	£174,229	£260,658	£289,524	↑	£289,524	Info Only	BH

Code	Complaints	2024/25 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
CH01a	<a href="#">Complaints relative to the size of the landlord - Stage 1</a>	8.09	1.49	0.68	2.44	3.13	2.45	1.5	↑	15.62	27.4	CR
CH01b	Complaints relative to the size of the landlord Stage 2	0.37	0.68	0.54	0	0.82	0.41	0.68	↓	0.54	Info Only	CR
CH02a	Complaints responded to within Complaint Handling Code timescales - Stage 1	100%	100%	100%	100%	100%	100%	100%	▬	100%	100%	CR
CH02b	Complaints responded to within Complaint Handling Code timescales - Stage2	100%	100%	100%	No Data	100%	100%	100%	▬	100%	100%	CR
CH03a	Stage 1 complaints Figures	60	11	5	18	23	18	11	↓	115	Info Only	CR
CH03b	Stage 2 complaints Figures	31	5	4	0	6	3	5	↓	36	Info Only	CR
CH04	actual figures per month Stage 1 &2 not just the % per size of landlord	10	16	9	18	29	21	16	↓	151	Info Only	CR
CH04a	Complaints responded outside complaint Handling code-Stage 1	N/A	No Data	No Data	No Data	100%	No Data	100%	▬	No Data	100%	CR
CH04b	Complaints responded outside complaint Handling code-Stage 2	N/A	No Data	No Data	No Data	100%	No Data	100%	▬	100%	100%	CR
CH05	Number of Housing Ombudsman determinations received, regardless of outcome	N/A	1	0	0	1	2	1	↑	7	Info Only	CR
CH06	Number of Housing Ombudsman maladministration determinations received	N/A	0	0	6	6	0	0	▬	16	Info Only	CR

Code	Compliance	2024/25 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
BS01	<a href="#">Gas Safety Checks</a>	99.98%	99.99%	99.99%	99.99%	99.97%	99.85%	99.91%	↓	99.91%	100%	BT
BS02	Fire Safety Checks	100%	100%	100%	12.37%	50.17%	92.1%	100%	↑	83.82%	100%	BT
BS03	Asbestos safety checks	100%	100%	100%	100%	100%	100%	100%	▬	100%	100%	BT
BS04	Water safety checks - Legionella	95.89%	100%	100%	100%	100%	100%	100%	▬	98.61%	100%	BT
BS05	Lift safety checks	100%	100%	100%	100%	100%	100%	100%	▬	100%	100%	BT
CM06	<a href="#">Percentage of Tenanted Properties with Valid Electrical Safety Certificate</a>	95.97%	93.69%	94.39%	94.21%	96.14%	95.18%	95.18%	↓	94.8%	100%	BT
CM06a	<a href="#">Percentage of Tenanted Properties with Valid 10-Year Electrical Safety Certificate</a>	N/A	No data	No data	No data	No data	89.82%	89.82%	▬	89.82%	100%	BT
CM06b	<a href="#">Percentage of Tenanted Properties with Valid 5 Year Electrical Safety Certificate</a>	N/A	No data	No data	No data	No data	97.65%	97.65%	▬	97.65%	100%	BT
CM07	<a href="#">Fire Safety -percentage of Schemes fully compliant</a>	100%	100%	100%	73.33%	73.33%	80%	100%	↓	91.73%	100%	BT
CM08	<a href="#">Percentage of fire-safety follow-up actions completed within timescale per Fire Risk Assessment</a>	90.57%	100%	100%	0%	5.94%	15.02%	17.64%	↓	17.64%	100%	BT
CM11	<a href="#">Number of properties that we have been notified as capped and due for intervention with tenant to verify they have the means to heat and eat</a>	328	40	25	24	35	19	21	↑	250	0	BT
CM12	Outstanding fire-safety follow-up actions	N/A	No data	No data	1,145	1,077	973	943	↑	943	Info Only	BT

Code Finance (Rents)		2024/25 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
FM1	Total rent arrears (Bury Council Stock) Current and former tenants	£2,607,307	£2,788,582	£2,965,388	£3,185,471	£3,240,480	£3,328,682	£3,047,991	↑	£3,047,991	Info Only	CB
FM2	Total rent arrears (Bury Council Stock)	£1,836,546	£2,053,026	£2,186,114	£2,388,933	£2,430,809	£2,503,466	£2,206,139	↑	£2,206,139	Info Only	CB
FM3	<a href="#">Rents - Cash Collection (Cumulative Year to Date)</a>	99.53%	98.3%	96.98%	96.54%	95.86%	95.75%	98.85%	↑	98.85%	100%	CB
FM4	<a href="#">Percentage of rent arrears of current tenants</a>	5.01%	5.54%	5.92%	6.47%	6.59%	6.8%	6%	↑	6%	4.5%	CB
FM5	<a href="#">Proportion of rent collected (BURY properties only)</a>	100.73%	97.08%	96.15%	95.82%	95.35%	95.26%	97.76%	↑	97.76%	99.5%	CB
FM6	Proportion of True rent arrears (Bury Council stock)	101.12%	98.1%	97.82%	95.9%	95.93%	95.92%	99.4%	↑	99.4%	98.15%	CB
FM7	<a href="#">Cumulative rent loss from vacant LA homes</a>	1.17%	1.37%	1.33%	1.33%	1.33%	1.33%	1.33%	↓	1.34%	1.07%	CB
FM7a	Rent loss from vacant LA homes	£407,360	£38,817	£32,665	£46,887	£37,772	£37,912	£28,953	↑	£350,869	Info Only	CB

Code	Repairs & Maintenance	2024/25 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
RM01	Work in Progress figures	N/A	1,007	1,009	1,191	1,328	1,328	1,240	↑	9,841	Info Only	SB
RM02	Number of all repairs completed in month	12,098	1,010	774	788	1,019	892	999	↑	8,277	Info Only	SB
RM02a	<a href="#">Percentage of non emergency repairs completed within the landlord's target timescale</a>	78.73%	82.78%	77.35%	73.23%	61.35%	59.52%	66.14%	↑	73.15%	100%	SB
RM02b	<a href="#">Percentage of emergency repairs completed within the landlord's target timescale</a>	98.37%	100%	100%	100%	100%	98.06%	97.53%	↓	99.35%	100%	SB
RM03	<a href="#">Repairs completed right first time</a>	89.89%	77.43%	80.62%	83.76%	84.1%	88.12%	87.3%	↓	82.7%	95%	SB
RM04	<a href="#">Average time taken to complete non-urgent responsive repairs</a>	24	14	15	16	18	21	18	↑	18	17	SB
RM04a	Average time taken to complete appointment repairs	N/A	No Data	No Data	No Data	No Data	30.35	18.37	↑	26.08	20	SB
RM04b	Average time taken to complete planned repairs	N/A	No Data	No Data	No Data	No Data	39.04	37.25	↑	37.93	50	SB
RM04c	Average time taken to complete urgent repairs	N/A	No Data	No Data	No Data	No Data	15.51	3.46	↑	9.26	5	SB
RM04d	Average time taken to complete subcontracted repairs	N/A	No Data	No Data	No Data	No Data	122.36	18.99	↑	97.07	10	SB
RM01a	Average age of backlog appointment repairs	N/A	No Data	No Data	No Data	No Data	31.22	37.71	↓	35.22	20	SB
RM05	<a href="#">Repairs - proportion of responsive to planned</a>	93.47%	93.17%	93.15%	93.02%	94.8%	94.73%	92.49%	↑	93.48%	85%	SB
RM05a	Repairs - proportion of emergency to responsive	27.2%	22.97%	29.84%	31.73%	26.1%	23.09%	24.32%	↓	25.73%	Info Only	SB
RM06	Number of emergency repairs completed in month	3,340	232	231	250	266	206	243	↑	2,109	Info Only	SB

Code	Repairs & Maintenance	2024/25 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
RM06a	Number of urgent repairs completed in month	699	98	75	119	137	130	133	↑	941	Info Only	SB
RM07	Number of non-emergency repairs completed in month	8,758	778	543	538	753	686	756	↑	6,168	Info Only	SB
RM07a	Number of planned repairs completed in month	779	69	53	55	53	47	75	↑	535	Info Only	SB
CM09	Number of Active Disrepair Claims Received Relating to Damp	144	13	19	16	10	12	8	↑	136	Info Only	SB
CM09a	Total Cost of Disrepair Claims Received Relating to Damp and Mould	£195,735	£0	£0	£0	£0	£0	£0	-	£0	Info Only	SB
CM10	Number of properties where damp identified	179	12	15	19	32	69	25	↓	194	Info Only	SB
CM13	Outstanding damp and mould actions excluding mould washes	268	47	51	53	52	152	223	↑	152	Info Only	SB
CM13a	Number of open Damp & Mould cases	N/A	No Data	No Data	No Data	No Data	217	297	↓	297112	Info Only	SB
CM13b	Cases overdue by < 1month Damp & Mould	N/A	No Data	No Data	No Data	No Data	9	112	↓	112	Info Only	SB
CM13c	Cases overdue by 1 - 3 months Damp & Mould	N/A	No Data	No Data	No Data	No Data	7	0	↑	0	Info Only	SB
CM13d	Cases overdue by 3 - 6 months Damp & Mould	N/A	No Data	No Data	No Data	No Data	0	0	-	0	Info Only	SB
CM13e	Cases overdue by 6+ months Damp & Mould	N/A	No Data	No Data	No Data	No Data	0	0	-	0	Info Only	SB
DMC08	Time between contact and inspection completed -14 working days	N/A	No Data	No Data	No Data	No Data	21	19	↑	19	14	SB

Code	Repairs & Maintenance	2024/25 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
DMC09	Time between contact and work starting inclusive mould wash-21days	N/A	No Data	No Data	No Data	No Data	21	19	↑	20	21	SB
DMC10	Time taken to complete survey- 2 days (internal surveys and survey with Mouldex)	N/A	No Data	No Data	No Data	No Data	1	1	▬	1	2	SB

Code	Tenancy Management	2024/25 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
NM01a	Anti-social behaviour cases relative to the size of the landlord	17.57	3.26	1.09	0.95	1.63	0.54	0.14	↑	10.8	2.58	KP
NM01b	Anti-social behaviour cases relative to the size of the landlord that involve hate incidents	3	0	0	0	0	0	0	▬	0	Info Only	KP
NM01c	Anti-social behaviour cases relative to the size of the landlord - cumulative	17.57	3.26	1.09	0.95	1.63	0.54	0.14	↑	10.8	30.96	KP
NM03	ASB Track numbers per month - cumulative	129	24	7	7	12	4	1	↓	79	Info Only	KP
NM04	Tenancy Support cases overall. (includes DV, hoarded properties, neglect)	N/A	16	8	9	12	9	14	↓	80	Info Only	KP
TM1	Number of Tenancies Failing within the first 6 months	0	0	0	0	0	1	0	↑	1	Info Only	KP
TM2	Number of tenancies failing in first 12mths	0	0	0	0	1	0	0	▬	2	Info Only	KP

Code	Tenancy Management	2024/25 Value	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
TM3	Average time taken to re-let local authority housing	45	47	50	42	31	33	30	↑	44	39	KP
TM4	<a href="#">Average time taken to re-let local authority housing in days (General Needs properties only)</a>	31	33	50	31	20	26	31	↓	35	24	KP
TM5	Average time taken to re-let local authority housing in days (Adapted properties only)	38	67	47	42	24	45	33	↑	50	40	KP
TM6	Average time taken to re-let local authority housing in days (Sheltered properties only)	77	147	60	40	74	36	29	↑	63	50	KP
TM7	No. of Evictions carried out (all reasons)	4	0	0	1	1	0	0	▬	3	Info Only	KP
TM7a	No. of Evictions carried out due to Rent Arrears	N/A	0	0	1	1	0	0	▬	3	Info Only	KP
TM7b	No. of Evictions carried out due to ASB	N/A	No Data	No Data	No Data	No Data	0	0	▬	0	Info Only	KP
TM7c	No. of Evictions carried out (other)	N/A	No Data	No Data	No Data	No Data	0	0	▬	0	Info Only	KP
TM8	Number of hard to let properties	19	No Data	▬		Info Only	KP					

Code	Call Centre	Jul 2025 Value	Aug 2025 Value	Sep 2025 Value	Oct 2025 Value	Nov 2025 Value	Dec 2025 Value	Monthly trend	2025/26 Value	2025/26 target	BM Owner
CC01	<a href="#">85% of calls answered</a>	86.61%	83.62%	81.68%	80.78%	72.26%	74.35%	↓	72.26%	85%	CS
CC02	85% of calls answered in 10 mins	100%	100%	100%	100%	100%	100%	▬	100%	85%	CS

# Performance Approval

Please review the Performance Scorecard and approve it as a true record.  
Heads of service please approve for your area only.

Approved by:	Name of Officer	Date of Approval
Head of Housing and Neighborhoods		
Head of Compliance		
Head of Repairs		
Head of Revenues and Benefits		
Head of Customer Contact		
Capital Program Manager		
HR Representative		
Director of Housing Services		
Housing Service Portfolio Holder		

Report to	Housing Advisory Board
Date	05/03/2026
Agenda No. & Title	No. 6 Housing Service Plans 2026 – 2027
Purpose of the Report	To update the Housing Advisory Board on the Service Plans for 2026/2027
Status	For Assurance
Author	Sian Grant, Director of Housing
Report Contract	Name: Sian Grant Email: sian.grant@bury.gov.uk Tel:
Appendices	Appendix one – Housing Services Service Plan 2026/2027 Appendix two – Homelessness Service Plan 2026/2027
Background Documents	None
Recommendation/s	<b>It is recommended that the HAB discuss and note the service plans for 2026/2027</b>
Strategic Objectives	<input checked="" type="checkbox"/> Satisfied Tenants <input checked="" type="checkbox"/> Quality Homes <input checked="" type="checkbox"/> United Communities
Risk Implications	<p>Poor tenant satisfaction</p> <p>Unsafe, insecure and non compliant Homes</p> <p>Failure to meet governance requirements for STH and BC stock</p> <p>Increased homelessness</p> <p>Increased use of B&amp;B accommodation</p>
Mitigations/ controls	<p>A number of controls are in place to manage these risks including;</p> <ul style="list-style-type: none"> <li>• Tenant satisfaction surveys</li> <li>• Performance management</li> <li>• Stock condition surveys and an ongoing capital programme</li> <li>• Internal and external audit programmes</li> <li>• B&amp;B elimination plan</li> </ul> <p>A key mitigation is our service plan which includes actions to improve key areas of the service to meet tenant expectations and increase tenant satisfaction and to ensure compliance with the regulatory standards.</p>

**Financial / VFM  
Implications**

All costs associated with actions are included in the approved budget for 2026/27. Where reviews identify additional cost implications these will be subject to a business case to ensure value for money of any proposals.

A service plan action has been included to ensure that we have a sustainable 30 year business plan including identifying and delivering a programme of efficiencies. The areas identified include;

- Improving the collection of rent and service charges. Rent arrears are currently very high and improved rent collection would increase the income available to the HRA. Reviewing service charges to ensure they are fair and the tenants and leaseholders pay for the service chargeable services they receive will also increase income into the HRA
- Reviewing all services to ensure they are as efficient and effective as possible to deliver increased efficiency savings and reduce management costs.
- Improving procurement practice and contract management within the service will lead to savings and reduce management costs in the repairs service.
- A full review of the 30 year capital programme to remove any unnecessary expenditure and duplication.
- More strategic procurement of the capital programme to reduce costs and increase efficiencies.
- Carry out an assessment of all housing assets to ensure they remain viable and dispose of those where the costs outweigh the benefits or that cannot be improved to decent homes or EPCC standards.

**Regulatory/  
Governance/ Legal  
Implications**

The housing service plan will ensure we are compliant with the RSH regulatory standards, specifically the consumer standards including;

- The neighbourhood and community standard
- The safety and quality standard
- Tenancy standard
- Transparency, Influence and Accountability standard

The Homelessness Service Plan will ensure we meet our statutory obligations under the Homelessness Reduction Act 2017 and continue to work to prevent homelessness in Bury.

**Assets and  
Liabilities**

No direct impacts as a result of this report

Resource Implications	The 2026/2027 service plan is fully resourced. Where reviews identify additional capacity is required to deliver any improvements these will be subject to a business case.
Customer Impact	<p>Actions within the service plan have been influenced by tenant feedback through the tenant satisfaction measures, complaints and transactional surveys. They have also been informed by tenant involvement in specific areas of the service such as anti-social behaviour and repairs.</p> <p>The service plan and the actions contained within it aim to improve the quality of the housing services provided to tenants and to increase satisfaction with our services.</p>
EDI Implications	An equality impact assessment has not been carried out for the service plan. Where individual actions within the plan require an equality impact assessment such as policy changes and service reviews these will be brought to HAB at the appropriate time.
Sustainability and Environmental Implications	<p>The service plan includes actions that will improve both the energy efficiency of our properties and improve the local environment and neighbourhood.</p> <p>Performance against these actions will be reported to HAB as part of the half year service plan updates.</p>
Privacy/Data Protection	Not applicable to this report.
Colleague Impact	The service plan provides clarity to colleagues both in housing services and the wider council about the priorities for the service during 2025/26. The service plan forms the basis for individual employee reviews and objective setting. The high level objectives have been shared with staff at an all staff away day on 11 <sup>th</sup> February 2026. More detailed information for each service will be shared with teams at their team meetings and during employee reviews.
Stakeholder Communications and Reputational Impact	The service plan has been shared with corporate colleagues as part of the annual service planning process. The service plan will help inform our communications strategy and plan over the next 12 months. We are currently working with communication colleagues on developing this strategy.
Next Steps	<p>The next steps;</p> <ul style="list-style-type: none"> <li>• Half year reporting on progress to HAB</li> </ul>

## 1. Introduction

- 1.1 Last year we worked with tenants and colleagues to develop our vision for Bury Housing Services linked to the wider Corporate Let's Strategy. This is set out in the table below.

<b>Let's do housing!</b>		
<b>Satisfied tenants</b>	<b>Quality homes</b>	<b>United communities</b>
<ul style="list-style-type: none"> <li>▪ Bury Housing Services puts people and their wellbeing first. How people feel about the homes we provide for them matters to us.</li> <li>▪ We want our tenants to feel safe and secure, warm and welcome, healthy and happy in their homes and a valued part of their local community.</li> <li>▪ We go above and beyond as a landlord, creating homes that people love.</li> <li>▪ We work hard to offer the right advice at the right time, to help people get housing that suits their needs and to prevent people becoming homeless.</li> <li>▪ We couldn't do this without our passionate, trained and committed teams, who embrace our people-first focus through the work they do every single day.</li> </ul>		

- 1.2 Since then we have had feedback that staff don't feel fully connected to the vision or understand how it relates to the Let's Strategy and principles so we have undertaken further work to make this clearer. This is set out in the diagram below;



- Improved quality of life
- Improved early years development
- Improved educational attainment
- Increased adult skill levels and employability
- Inclusive economic growth
- Carbon neutrality by 2038
- Improved digital connectivity

- Improved Customer Service
- Improved Data Governance
- Sustainable Business Plan
- Increase meaningful customer engagement
- Improved Staff Satisfaction
- Improved Quality Homes
- Prevent and Reduce Homelessness (shift towards pre-prevention)
- Provide adequate and safe accommodation
- Reduce rough sleeping and target priority group

#### Delivery Principles

**Local Neighbourhoods –Enterprising- Delivering together- Strength based Approach**

1.2.1 We have shared this with staff at our all staff away day in February and this is being further rolled out with teams by Heads of Service and as part of the employee review process to ensure all staff understand how they contribute to the vision for Housing Services, how this contributes to the wider corporate strategy and what their individual contribution to this is.

## 2 2026- 2027 Service Plan

2.1 Our 2026-2027 Bury Housing Services plan and the Homelessness Service Plan build on our vision, enhancing the delivery of high-quality housing services while overseeing compliance with the latest consumer regulations, ensuring that all aspects of tenancy management, building safety, and asset management meet the highest standards. The homelessness service plan also ensures we effectively deliver our statutory homelessness duties.

2.2 Both service plans are attached as appendices to this report.

- Appendix one – Housing Services
- Appendix two – Homelessness and Housing Options

2.3 Progress against the service plans will be reported to HAB twice a year.

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## Team Performance and Delivery Service Plan 2026/2027

### INTRODUCTION

#### **Main Functions of the Service**

- The main function of the housing service is to deliver the council's landlord services to social housing tenants including lettings, tenancy and neighbourhood management, repairs and maintenance, building safety and asset management.

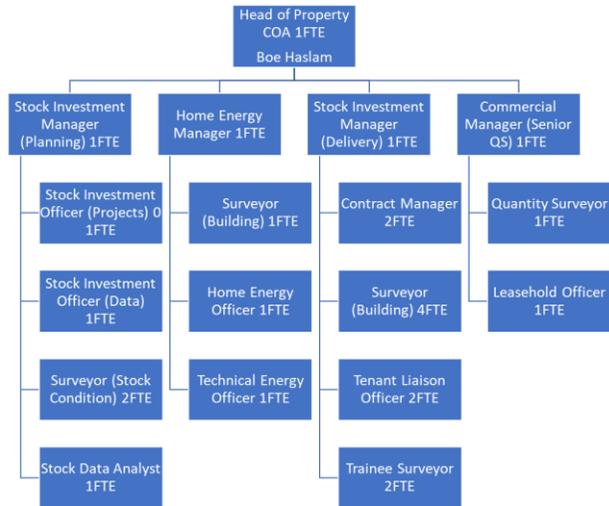
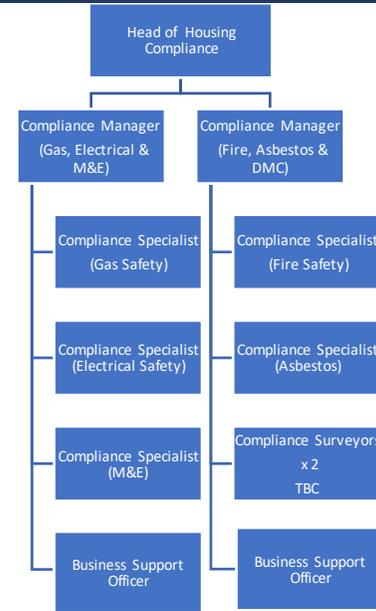
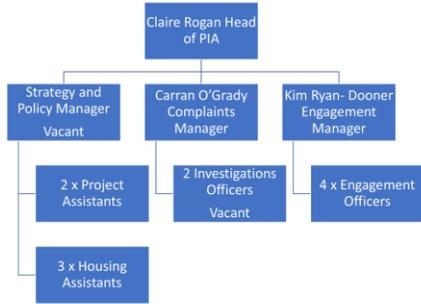
#### **Aims and Objectives of the Service**

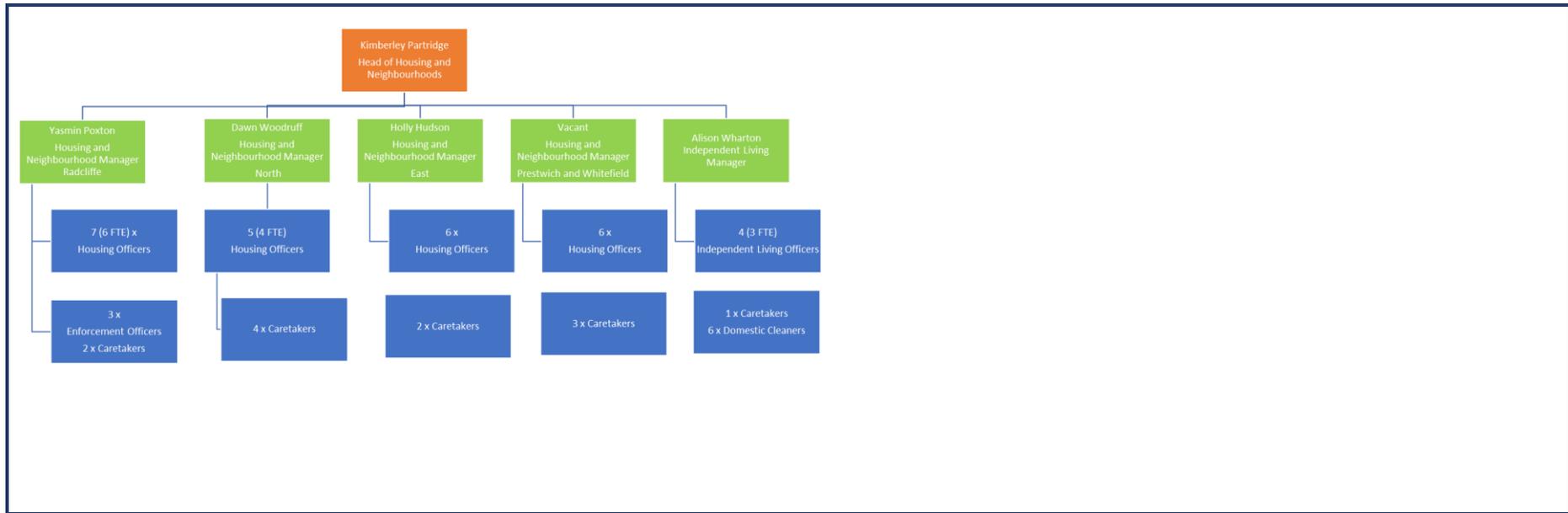
- Satisfied tenants
- Quality Homes
- United communities

### SERVICE STRUCTURE

Please insert/link to a structure outline or diagram for your service.

## Performance Improvement and Assurance





## REVIEW OF PREVIOUS YEAR

Outline your key achievements from last year, in addition to some of the key issues you faced, how these may have impacted on the service, the resolutions you sourced and learning you gained.

### Key Achievements

- Completed the Independent Living review which included the approval of motion sensor rollout in our sheltered provision, strengthened the ASB service with a refreshed action plan and the start of Housemark accreditation, and completed the Housing Management Operating Model review with the key driver to strengthen compliance, improve neighbourhood standards, enhance tenant satisfaction, and ensure robust contract and service oversight.
- Delivered a full Repairs Service Review to HAB with a clear action plan. Supported major compliance gains including 99.97% gas compliance, transition to 5-year electrical checks, progress on the new FRA programme, and implementation of Awaab's Law with the new contractor (Bell Group).

- Oversaw completion of the Knowing Our Tenants diagnostic and agreed actions to address data gaps. Supported improvements to complaints handling, including new investigators, early identification processes, and progress toward Housemark accreditation
- Secured £2.2m SHDF Wave 3 funding, embedded the three-year capital programme into the HRA business plan, and improved procurement planning through a structured pipeline.
- Ensured all heat-network schemes were registered with Ofgem, achieved Energy Ombudsman membership, drafted compliant policies, and led the appointment of Chirpy Heat to deliver a regulation-readiness review.
- Develop capital work programme – agreed funding and started on site for X schemes
- Completed a full cycle of Housing Advisory Board ensuring decisions are scrutinised by tenants and independent stakeholders
- Improved Service Communications with the introduction of Quarterly Managers meetings, Monthly live briefings and 6 monthly Housing away day
- Recruitment to Compliance, Assets, Repairs and PIA team.

## CHALLENGES AND RISKS

Please identify here the service risks that you have identified could adversely affect service delivery over the year ahead. Include a link to the relevant risk register(s).

1. Capacity to deliver on HHSRS and implement AWAABs law
2. Heat network implementation / regulation
3. Aging deteriorating stock
4. Recruitment challenges to succession plan trades
5. Skills and knowledge gap
6. Financial pressures and need to find efficiencies
7. Decent homes 2

8. New energy efficiency targets
9. Sheltered provision works required.
10. IT developments
11. Increased demand and scrutiny
12. Data governance issues
13. STH closure
14. Procurement /supply chain instability.
15. Health and Safety – positive H&S culture, oversight and compliance.
16. Tenant needs – increased demand on service for additional support.
17. Capacity to deliver the stock investment programme
18. No access risk and decant ability and cost.
19. Property Compliance – non-compliance. EICR, GAS, FRA remedials

## EQUALITY ANALYSIS

What are the main equality considerations, implications and opportunities from your service priorities this year?

Opportunities around increased engagement with tenants not just via the engagement team but through every service – in terms of consultation, decision making.



<b>SERVICE DELIVERY PLAN</b>					
<b>Corporate Priority</b>	<b>Objective</b>	<b>Milestones</b>	<b>Lead</b>	<b>Completion Target</b>	<b>Resources</b>
<b>Enablers</b>	Improve staff satisfaction for “this is a place I feel valued” and “managers discuss training needs”	<ul style="list-style-type: none"> <li>• OD specialist in post</li> <li>• Summer away day (awards)</li> <li>• Winter Away day</li> <li>• Managers Charter</li> <li>• Commitment to PDR’s</li> <li>• Comm strategy</li> <li>• Managers quarterly meetings</li> </ul>	SG	January 2027	
<b>Tackling Inequalities</b>	Embed Independent Living Offer	<ul style="list-style-type: none"> <li>• Introduce sensors monitors to Sheltered provision (PIR’s)</li> <li>• Communicate new offer to tenants and partners</li> <li>• Produce protocols and policies for the service</li> </ul>	KP	September 2026	
<b>Tackling Inequalities</b>	Continue to build on our ASB service and tenant offer.	<ul style="list-style-type: none"> <li>• Deliver the ASB action from the Housemark review</li> <li>• Achieve the Housemark ASB accreditation</li> </ul>	KP	December 2026	
<b>Tackling Inequalities</b>	Review the Tenancy Support Strategy	<ul style="list-style-type: none"> <li>• New strategy in place, training provided, Process embedded</li> </ul>	KP	December 2026	
<b>Tackling Inequalities</b>	Continue to build on the complaint handling process improving service for tenants, adhering to regulation and Hos Code.	<ul style="list-style-type: none"> <li>• Deliver Complaints action plan from the Housemark review</li> <li>• Obtain the Complaints Housemark Accreditation</li> </ul>	CR	December 2026	

<b>Tackling Inequalities</b>	Review of tenant engagement strategy.	<ul style="list-style-type: none"> <li>• New strategy in place develop new action plan</li> <li>• Review of strategy and scrutiny approach with TPAS</li> </ul>	CR	December 2026	
<b>Tackling Inequalities</b>	Improve the quality of the data we hold on our tenants and use data in service delivery / decision making.	<ul style="list-style-type: none"> <li>• Capture actions and monitor improvements.</li> <li>• Improve tenant satisfaction – reduction in upheld complaints associated.</li> </ul>	CR	June 2026	
<b>Enablers</b>	Develop a customer service charter for housing services. March 2026	<ul style="list-style-type: none"> <li>• Work towards ICS accreditation</li> <li>• Reflect on survey outcomes/data</li> <li>• Developing an action plan</li> <li>• Communication strategy</li> </ul>	CR	December 2026	
<b>Enablers</b>	Put in place and deliver plan to reduce overdue EICRs.	<ul style="list-style-type: none"> <li>• Revised target to June 2026 in line with five year legislative changes.</li> </ul>	BT	June 2026	
<b>Enablers</b>	Develop Permit to work process. Inc customer works.	<ul style="list-style-type: none"> <li>• Identify resource – review with H&amp;S team. Develop Permit to work process. Inc customer works.</li> </ul>	BT	March 2027	
<b>Tackling Inequalities</b>	Create Fire door/ alarm inspection programme and recruit specialist to deliver in house	<ul style="list-style-type: none"> <li>• Identify resource, review with 'NEW' Fire Compliance team</li> </ul>	BT	June 2026.	
<b>Enablers</b>	A clear Repairs governance structure and weekly operational catch ups, so problems are	<ul style="list-style-type: none"> <li>• Draft governance structure (roles, responsibilities, escalation routes).</li> </ul>	SB	March 2027	

	<p>spotted quickly, decisions are consistent, and teams always know the priorities of the day.</p>	<ul style="list-style-type: none"> <li>• Agree weekly Ops meeting format (consistent agenda, KPIs, decision log).</li> <li>• Launch weekly governance meetings with supervisors, planners, surveyors.</li> <li>• Governance becomes embedded actions consistently closed and escalations reduced.</li> <li>• Formal review of the governance framework; adjust based on learning.</li> </ul>			
<b>Enablers</b>	<p>Compliance-first approach (Awaab's Law, damp &amp; mould, safety critical works). Ensures we are meeting the highest national expectations and protecting vulnerable tenants.</p>	<ul style="list-style-type: none"> <li>• Gap analysis of current approach against Awaab's Law requirements and internal policies.</li> <li>• Clear triage system for high-risk and safety-critical repairs, with response times and ownership.</li> <li>• Training sessions for all relevant staff on new legal duties and risk categories.</li> <li>• 100% visibility of all high-risk cases with sign-off process in place.</li> <li>• Evidence-based reporting showing compliance performance linked to new duties.</li> </ul>	SB	April 2026	
<b>Enablers</b>	<p>A complete picture of backlogs, caseloads, void performance and repair</p>	<ul style="list-style-type: none"> <li>• Single source of truth agreed for core data (backlog, voids, repair times, D&amp;M).</li> </ul>	SB	April 2026	

	times so supervisors, planners and operatives aren't surprised by hidden pressures.	<ul style="list-style-type: none"> <li>• Data extraction and cleansing so managers can trust the figures.</li> <li>• Weekly backlog and workflow reports issued to supervisors and planners.</li> <li>• Integrated backlog dashboard (live or weekly refreshed).</li> <li>• Predictive pressures flagged early (e.g., void surge, staffing gaps, seasonal demand).</li> </ul>			
<b>Enablers</b>	Clear service standards and behaviours for all staff. Everyone knows what "good" looks like across every trade, team and contractor.	<ul style="list-style-type: none"> <li>• Draft service standards by trade, team, contractor (technical &amp; behavioural).</li> <li>• Consultation with supervisors, operatives, contractors &amp; tenants.</li> <li>• Finalised standards issued + visual versions for depots and vans.</li> <li>• Training delivered to all staff (briefings, toolbox talks).</li> <li>• Standards embedded in 1:1s, quality checks, and contractor reviews.</li> </ul>	SB	April 2026	
<b>Enablers</b>	Early wins on backlog reduction and high-risk damp & mould issues. Visible progress that frees up capacity and builds confidence.	<ul style="list-style-type: none"> <li>• Identify top 20–50 high-risk D&amp;M cases and most urgent backlog clusters.</li> <li>• Deploy specialist squads or focused resource.</li> <li>• 25% reduction in high-risk D&amp;M cases.</li> </ul>	SB	March 2027	

		<ul style="list-style-type: none"> <li>• Clear a visible portion of the oldest backlog (e.g., &gt;90 day jobs).</li> <li>• Publish progress internally to build confidence and momentum.</li> </ul>			
<b>Sustainable Inclusive Growth</b>	Mentoring, induction and basic workforce stability, making sure new starters and agency staff can hit the ground running and feel supported.	<ul style="list-style-type: none"> <li>• Design or refresh induction pack for new starters (and agency workers).</li> <li>• Pair each new operative with a mentor (experienced technical lead).</li> <li>• Core competency checklist introduced for all trades.</li> <li>• Agency workers trained in processes within 2 weeks of starting.</li> <li>• Workforce attrition decreases and productivity stabilises.</li> </ul>	SB	March 2027	
<b>Enablers</b>	Live dashboards so managers have visibility of risks and performance. Better information equals fewer repeat visits, clearer planning, and safer decision-making.	<ul style="list-style-type: none"> <li>• Identify priority KPIs (repairs due, emergencies, D&amp;M, voids, staff workloads).</li> <li>• Build draft dashboard in Power BI or existing QL system.</li> <li>• Pilot with managers and supervisors gather feedback.</li> <li>• Launch Version 1 live dashboards (daily/weekly refreshed).</li> <li>• Dashboards used routinely in Ops meetings for resource planning and risk decisions.</li> </ul>	SB	September 2026	

<b>Sustainable Inclusive Growth</b>	Culture. Build a consistent value- led service culture where staff at all levels are aligned around shared behaviours, accountability and a strong customer focus.	<ul style="list-style-type: none"> <li>• Embed Team and Management Charters – use as a live reference in meetings 121's and review annually</li> <li>• Work toward Institute of customer standards accreditation – clearly defines leadership expectations, accountability, ensures consistent role modelling and expected behaviours.</li> <li>• Trueman change development</li> <li>• Quarterly management meetings</li> <li>• Comms strategy</li> </ul>	SG	March 2027	
<b>Sustainable Inclusive Growth</b>	Deliver the 26/27 capital investment programme.	<ul style="list-style-type: none"> <li>• Gain approval form Cabinet</li> <li>• Slippage identified for 26/27 at **** to be delivered by ***</li> </ul>	BH	March 2027	
<b>Enablers</b>	QL upgrade and ICT programme	<ul style="list-style-type: none"> <li>• Implement and embed the upgrade</li> </ul>	MH	March 2027	
<b>Sustainable Inclusive Growth</b>	<ul style="list-style-type: none"> <li>• Carry out a rolling programme of stock condition (20% rolling PA) and retrofit properties to ensure we fully understand the condition of our homes.</li> </ul>	<ul style="list-style-type: none"> <li>• Start the new 20% SCS Programme from April 2026.</li> <li>• Recruit – SC Surveyor to support the programme delivery.</li> </ul>	BH	March 2027	

<b>Sustainable Inclusive Growth</b>	Develop an asset management strategy to ensure investment in and effective use of our housing assets and to ensure we provide healthy homes.	<ul style="list-style-type: none"> <li>• First half of 2026 to develop draft strategy.</li> <li>• Implementation of strategy and delivery plans per theme.</li> </ul>	BH	November2027	
<b>Sustainable Inclusive Growth</b>	EPC C and above target for all housing stock 2035	<ul style="list-style-type: none"> <li>• Deliver on 26/27</li> <li>• Increase number of properties achieving EPC C and above on an annual basis</li> <li>• Ensure WH/SH bid funding is sought to support capital for energy related investment</li> <li>• Wave 3 Year 2 applications due April and July 2026</li> </ul>	BH	March 2027 (new MEES)	
<b>Enabler</b>	Develop the Asset and liabilities register	<ul style="list-style-type: none"> <li>• Development of a comprehensive Asset register in 2026.27</li> </ul>	CR	June 2026	
<b>Tackling inequalities</b>	Heat Networks	<ul style="list-style-type: none"> <li>• Regulation readiness review</li> <li>• Procurement exercise for Billing and metering</li> <li>• Prioritise schemes for heat networks, work to commence. 26/27</li> <li>• Prioritise Sheltered sites requiring full or partial commercial boiler and system replacement.</li> <li>• Assessment of sites requiring Heat meter installation</li> </ul>	BH	March 2027	

		<ul style="list-style-type: none"> <li>• Optimisation studies – instigate programme</li> <li>• Explore capital funding opportunities</li> </ul>			
<b>Sustainable Inclusive Growth</b>	Support the ongoing development of the 30 year HRA business plan	<ul style="list-style-type: none"> <li>• SCS data governance</li> <li>• Capital investment needs and requirements captured in addition to DHS for e.g. Compliance</li> <li>• EPC energy related investment</li> <li>• Income collection</li> <li>• Service charges</li> <li>• NPV of stock</li> <li>• Efficiencies</li> <li>• Procurement</li> </ul>	SG/DC	Jan 2027	
<b>Sustainable Inclusive Growth</b>	Identify and deliver key efficiencies for 26/27	<ul style="list-style-type: none"> <li>• Identify savings in year</li> <li>• Identify savings for 27/28</li> <li>• Create tracker</li> <li>• Deliver Savings</li> </ul>	all	March 2027	
<b>Enabler</b>	Finalise and start communication strategy	<ul style="list-style-type: none"> <li>• Continue to develop a Housing Communication Strategy which supports the delivery of both internal and external housing Service Comms goals whilst aligning with the wider council Comms plan.</li> </ul>	AW	June 2026	
	Implement on the TNA linked to the regulatory requirements for professional standards training.	<ul style="list-style-type: none"> <li>• Priority plan with regard to which training/qualifications needs to be rolled out and when.</li> </ul>	NH	June 2026	

Enabler	Develop and deliver Procurement pipeline	<ul style="list-style-type: none"> <li>• Gas contract</li> <li>• Repairs Contracts</li> <li>• Investments programme.</li> <li>• Compliance contracts</li> </ul>	BH/SB/BT	September 2026	
<b>Enabler</b>	Close STH	<ul style="list-style-type: none"> <li>• Close STH with support from Campbell Tickel</li> </ul>	ED	March2027	



## Homeless and Housing Options Service Service Plan 2026/2027

### INTRODUCTION

**Provide an overview of your service including the main functions, primary aim and objectives**

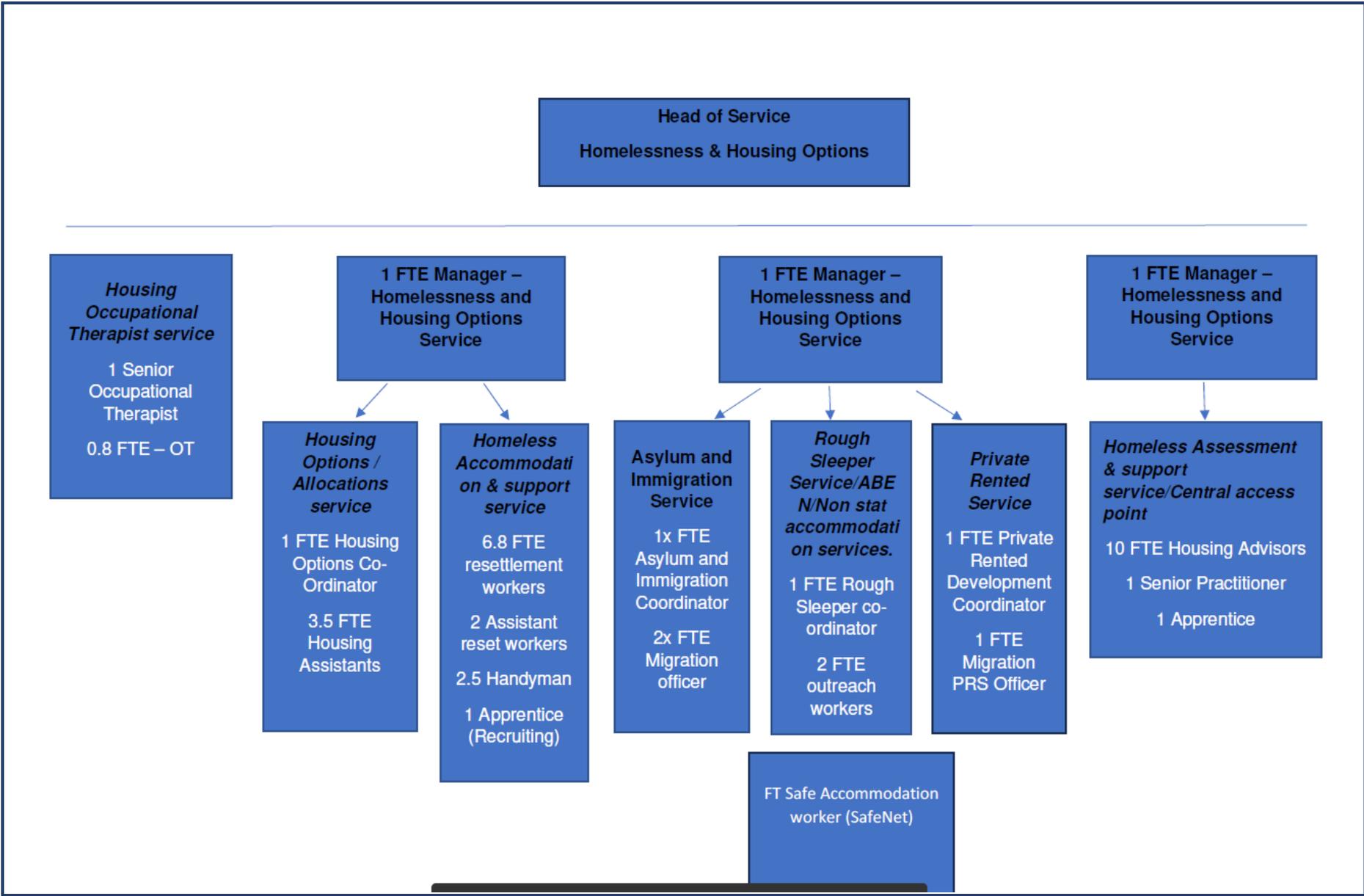
#### **Main Functions of the Service**

- To deliver the Bury Homelessness Strategy
- To manage the Local Authorities Housing register and Allocations Policy
- To deliver Statutory Interim/Temporary accommodation for homeless people
- To provide prevention to people are at risk of becoming homeless or Rough Sleeping
- To deliver a Statutory Homelessness advice and support service for anyone faced with homelessness
- To Lead on the Asylum and Immigration Policies and programmes.
- To implement and deliver Local and National Homelessness Programmes/Initiatives and Policies

#### **Aims and Objectives of the Service**

- To reduce homelessness through coordinated efforts and strategic planning
- Reduce and prevent Homelessness and Rough Sleeping before it occurs, by implementing pro-active measure and support services to keep people housed.
- To ensure fair and efficient allocation of housing resource on based on needs and policy
- To fulfil the Local Authorities legal obligation to provide suitable and safe accommodation for homeless people and families
- To provide legal and practical advice for those facing homelessness and assist people to understanding their rights and accessing necessary support services
- To provide single specialist accommodation options for those at risk of Homelessness and Rough sleeping within the borough
- To manage and implement policies, changes relating to Asylum and Immigration and that both Asylum seekers and refugees are provided with efficient support and treated fairly.
- To execute both local and national initiatives, aiming to combat homelessness, managing interdependencies and align to local and national strategies





## REVIEW OF PREVIOUS YEAR

- Develop the Homeless Prevention strategy
- B&B action plan success fully reduc

## CHALLENGES AND RISKS

1. Housing Application Processing delays – risk of legal challenge, Delays in processing housing applications may result in applicants remaining in unsafe, unsuitable, or overcrowded accommodation. These delays may also hinder the delivery of early intervention and homelessness prevention duties.
2. B&B and move on from TA - significant cost and challenges, Lack of social and affordable housing for homeless move and and people on the waiting list. Failure to meet B&B elimination plan outcomes and families remaining past 6 weeks which is a legative breach.
3. Failure to meet statutory obligations due to delays in recruitment / service capacity – the need to up skill staff on the renter's right act, failure to do this could lead to failure of unlawful advice or misinterpretation of notices and timelines for appeals.
4. Short term contracts – can present challenges in recruiting in attracting and retaining applicants with the necessary experience and skills.
5. Critical need to complete and publish a live action plan in relation to the homeless strategy – non-compliance can have negative impact on future funding allocation and outcomes.

## EQUALITY ANALYSIS

None of these objectives have an EIA attached to them



SERVICE DELIVERY PLAN					
Corporate Priority	Objective	Milestones	Lead	Completion Target	Resources
<b>Tackling Inequalities</b>	<i>Develop the new Homeless Prevention Strategy 26 onwards</i>	<ul style="list-style-type: none"> <li>• Priorities to be agreed</li> <li>• Workshop for agreed pledges</li> <li>• Draft Strategy</li> <li>• Present to Health and Wellbeing aboard and other stakeholders</li> <li>• Cabinet and sign off</li> </ul>	Amanda/Ellie C	October 2026	<ul style="list-style-type: none"> <li>- Data &amp; insight</li> <li>- External &amp; Internal partners</li> <li>- Comms</li> <li>- workshops</li> </ul>
<b>Enablers</b>	Reduce backlog of housing applications	<ul style="list-style-type: none"> <li>• Review systems (Locata/QL) - to more efficient system / processing</li> <li>• Improve automation on systems</li> <li>• Data analyst - a more reliable performance metric with operational oversight through consistent analytic support</li> </ul>	Lorraine/Joy J	March 2027	ICT Finance Resource approval
<b>Enablers</b>	To increase move on from temporary accommodation	<ul style="list-style-type: none"> <li>• Recruits move on officer /tenancy support officer</li> <li>• Embed this role within the service</li> <li>• Measure outcomes</li> <li>• Strengthen the PRS offer</li> </ul>	Lorraine/Matt	March 2027	Data/ performance support Resource approval
<b>Sustainable Inclusive Growth</b>	To increase access to suitable and adequate accommodation for temp	<ul style="list-style-type: none"> <li>• GMCA lease and repair grant</li> <li>• Initiate mobilisation meetings</li> <li>• 2x empty home officers</li> </ul>	Amanda/Andrew/Danielle R	March 2027	Finance Resource approval Key Stakeholders

		<ul style="list-style-type: none"> <li>EOI to be submitted to Register frame work for 13 family properties</li> </ul>			
<b>Tackling Inequalities</b>	Commission the ABEN/CAS3 and RSAP	<ul style="list-style-type: none"> <li>Market testing</li> <li>Commissioning life cycle</li> </ul>	Amanda/Ellie C/Fran E		
<b>Enablers</b>	Refocus service to align with early prevention work and outcomes for the service	<ul style="list-style-type: none"> <li>Recruit to new role early prevention officers</li> <li>Embed early prevention service</li> <li>Measure outcomes / Analytical data</li> <li>Review and implement pathways</li> </ul>	Angela/Chris B	March 27	Resource approval Data performance support
<b>Enablers</b>	Improve data quality and reporting (ST)	<ul style="list-style-type: none"> <li>Recruit a data analysis officer on a matrix structure</li> <li>Develop a governance and assurance framework for all services</li> </ul>	All/HC	March 2027	Resource approval Finance Key Stakeholders
<b>Enablers</b>	To deliver the B&B elimination Plan	AS PER PLAN	All	ongoing	
<b>Enablers</b>	Embed the Renters Right Act	Recruit PRS enforcement officer Apprentice post Embed the renters rights act within all services	All	ongoing	Training Resource approval Key Stakeholders
<b>Enablers</b>	Review Service structure to align with priorities		Sian		

<b>Enablers</b>	Increase capacity in the Homeless and Housing options service	Review apprentice roles Recruit for 2X apprentice Embed Safe Accommodation worker	Angela/Lorraine	March 2027	Resource approval Key Stakeholders
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## SERVICE KEY PERFORMANCE INDICATORS

Indicator	Source	Lead	Frequency	Reported To (Report/Board)	To be developed? (Y/N)
<b>Housing Applications/ performance dashboard</b>	QL	Joy	Monthly	CC	N
<b>Temporary accommodation / performance dashboard</b>	Locata	Lorraine	Monthly	CC/ Hcllc	N
<b>Homeless Assessment Team / Performance Dashboard</b>	Locata	Angela	Monthly	CC/ Hcllc	N
<b>Rough Sleepers / performance dashboard</b>	Locata +interna 	Ellie	Monthly	CC/ Delta	N
<b>Asylum &amp; Immigration / Performance dashboard</b>	Locata +interna 	Fran	Monthly	CC/ Delta	N
<b>Private rented / performance dashboard</b>	Locata +interna 	Amanda	Monthly	CC	N

## PERFORMANCE DASHBOARDS / REPORTS

List the KPIs you use to monitor the performance and impact of your service **above** or embed/link to the dashboards and reports you use here.

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Report to	Housing Advisory Board
	5 <sup>th</sup> March 2026
Agenda No. & Title	Item 7 <b>2026-27 Budgets and Business Plan</b>
Purpose of the Report	For information report outlining current position re HRA Budget for 2026-27, and 30-year Business Plan.
Status	For information
Author	Darrell Campbell - HRA Finance Business Partner (Interim)
Report Contact	Darrell Campbell D.Campbell@bury.gov.uk
Appendices	n/a
Background Documents	Cabinet Budget Report – 11 <sup>th</sup> February 2026
Recommendation/s	The meeting should note that the HRA Budget for 2026-27 was agreed by Cabinet on 11 <sup>th</sup> February 2026. Alongside the in-year budget a 3-year indicative budget in line with the Council's Medium Term Financial Strategy, and to maintain consistency with the General Fund has been prepared. In addition, the HRA Capital Plan for 2026-27 was agreed, as well as again a 3-year indicative budget in line with the General Fund Capital Plan. An indicative 30-year Business Plan has also been prepared, but it should be noted that this presents a far more challenging picture in terms of balancing future service need with resources.
Corporate Plan Objective	<input checked="" type="checkbox"/> Satisfied Tenants <input checked="" type="checkbox"/> Quality Homes <input checked="" type="checkbox"/> United Communities
Risk Implications	<p>There is a risk that the council breaches its duty to ensure that the HRA does not go into deficit.</p> <p>Ongoing risks exist in relation to external impacts on the cost of service delivery. The impact of inflation, for example, resulting in increased costs to the service through cost of materials, contracts, and other building costs; the volatility of energy costs, to both tenants and to the council; and pay increases etc.</p> <p>Rental income is the main income source for the housing service. The impact of tenant debt and reduced income (through rent and other</p>

	housing-related charges) on business planning is recognized as a key risk to the delivery of housing services and the sustainability of financial planning.
Risk Controls and mitigations	<p>A number of mitigations have been put in place;</p> <ul style="list-style-type: none"> <li>• Ongoing monitoring of annual revenue and capital budgets</li> <li>• An action plan to reduce rent arrears and increase income collection</li> <li>• Efficiency savings targets have been built into the business plan to ensure the plan is brought back to a positive cash balance</li> <li>• A review of all management costs to ensure value for money</li> <li>• A review of the 30 year investment plan</li> </ul>
Assets and Liabilities	
Resource Implications	The decision to agree the HRA Budget for 2026-27, ensures that there is a balanced budget in place to deliver housing services moving forward, and to deliver services that match the ambitions of Cabinet and tenants.
Customer Impact	Covered in full budget report
EDI Implications	N/A
Sustainability and Environmental Implications	N/A
Privacy/Data Protection	N/A
Colleague Impact	N/A
Stakeholder Communications and Reputational Impact	N/A
Next Steps	<p>The next steps are to;</p> <ul style="list-style-type: none"> <li>• Improve rent collection and reduce rent arrears to ensure the</li> </ul>

income coming into the HRA is maximised

- Identify efficiency savings within the housing service to reduce management costs and reduce capital expenditure.
- Carry out a review of service charges to ensure that they are being fairly charged and collected.

## Housing Revenue Account (HRA) Budget 2026-27

### Introduction

One of the key roles of Cabinet is to agree and set the rent increase and the HRA Budget for the coming year. The timing of this process within the Council's overall budget schedule is critical, because once the rent increase is agreed, all the necessary changes must be made to systems, along with testing to ensure everything is correct so that tenants can be written to informing them of their rent charges for the coming financial year. It is a statutory requirement that tenants must be given a minimum of 28 days' notice of these changes before they are implemented. Cabinet agreeing the HRA Budget for 2026-27 on the 11<sup>th</sup> of February 2026 ensures that there is sufficient time to carry out all necessary testing and have everything in place for the coming year. This briefing note looks at the key core elements that impact budget setting both in-year and for the long-term.

### HRA Budget and Capital Plan 2026-27

#### HRA 2026-27

#### HOUSING REVENUE ACCOUNT (HRA) - HRA BUSINESS PLAN 2026-29

	<u>2025/26</u> <u>Forecast</u> <u>Outturn</u> £m	<u>2026/27</u> <u>Draft</u> <u>Budget</u> £m	<u>2027/28</u> <u>Draft</u> <u>Budget</u> £m	<u>2028/29</u> <u>Draft</u> <u>Budget</u> £m
<b>INCOME</b>				
Rental Income - Dwellings	-37.103	-38.633	-40.516	-42.347
Convergence Impact	0.000	0.000	0.000	0.000
Charges for Services and Facilities	-1.067	-1.126	-1.160	-1.194
Non-Dwelling Rents	-0.181	-0.219	-0.219	-0.219
Interest and Investment Income	-0.810	-0.664	-0.434	-0.395
Contributions Towards Expenditure	-0.005	-0.005	-0.005	-0.005
Contribution from Balances	0.000	-9.081	-5.517	0.000
<b>Total Income</b>	<b>-39.166</b>	<b>-49.728</b>	<b>-47.850</b>	<b>-44.160</b>
<b>EXPENDITURE</b>				
Supervision and Management	12.271	12.665	12.811	12.963

Special Services	1.660	1.333	1.359	1.387
Repairs and Maintenance	9.157	11.409	11.412	11.426
Revenue Support to Strategic Investment	0.000	8.500	5.250	0.000
Depreciation/Major Repairs Reserve(MRR)	8.988	9.167	9.442	9.725
Debt Interest and Debt Management Expenses	4.179	5.293	5.875	6.153
Debt Repayment / Debt Set Aside	0.105	0.000	0.000	0.000
Bad Debt Provision	0.567	0.565	0.593	0.619
HRA Share of Corporate and Democratic Core Costs	0.400	0.418	0.426	0.435
Empty Homes Council Tax Costs	0.200	0.200	0.200	0.200
Impact of RTB changes on Allowable Debt	0.000	0.178	0.481	0.482
Contribution to Balances	1.639	0.000	0.000	0.770
<b>Total Expenditure</b>	<b>39.166</b>	<b>49.728</b>	<b>47.850</b>	<b>44.160</b>
<b>Net Expenditure</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>HRA Reserves</b>				
<b>Balances Brought Forward</b>	<b>-16.747</b>	<b>-18.386</b>	<b>-9.305</b>	<b>-3.788</b>
<b>In-Year</b>	<b>-1.639</b>	<b>9.081</b>	<b>5.517</b>	<b>-0.770</b>
<b>Balances Carried Forward</b>	<b>-18.386</b>	<b>-9.305</b>	<b>-3.788</b>	<b>-4.558</b>

### APPENDIX 1 - PROPOSED HOUSING REVENUE ACCOUNT (HRA) CAPITAL INVESTMENT PLAN 2026-29

<u>Programme Title</u>	<u>2025-26 FORECAS I OUTTURN £000</u>	<u>2026-27 BUDGE I £000</u>
<b>HRA Schemes</b>	<b>25,000</b>	<b>31,261</b>
<b>Made up of:</b>		
Disabled Adaptations	1,892	1,200
Externals - Windows & Doors, re-pointing, Lintels etc (Re-programming and Re-provision)	954	1,885
Externals - Roofing etc - (Re-programming and Re-provision)	4,394	595
Internals - Kitchens & Bathrooms, Heating etc (Re-Programming & Re-provision)	1,291	1,395
Garage Colonies (Re-programming & Re-provision)	103	2
Communal Areas (Re-Programming, Re-provision & New Provision)	1,523	974
Garage Sites	0	100
Major Refurbishment Works - Sheltered Estate	0	2,000
Major Refurbishment Works - Bathrooms, WCS, Showers etc	0	775
Major Refurbishment Works - Kitchen & Kitchen Extraction	0	2,799

Major Refurbishment Works - Heating and Hot Water	0	2,015
Major Refurbishment Works - Cladding, External Decoration, Lintels, Porches etc	0	353
Major Refurbishment Works - Doors, Front Door, Rear Doors, Flat Entrance Doors	0	364
Major Refurbishment Works - Windows	0	969
Major Refurbishment Works - Roofing, including rainwater goods, soffits, loft insulation etc	0	420
Carbon Reduction Schemes - Sustainability Improvement Measures	9,338	5,600
<b>Compliance Measures:-</b>		
Asbestos Removal	30	250
Fire Risk Assessment (FRA) Type 3 Remediation Works	1,263	1,500
Boiler Replacements	140	140
Ad Hoc Renewals raised by Compliance Team	1,005	800
<b>Capital Works delivered by Responsive Repairs Team:-</b>		
Ad Hoc Renewals raised by Repairs Team	374	600
Drainage & Guttering	0	200
Stairlift Renewals	0	20
Structural Works - Various Properties	475	300
<b>Asset Management Team Measures:-</b>		
Advanced Design (Planning & Delivery)	100	125
Miscellaneous Renewals raised by Asset Management Team (AMT)	500	250
Stock Condition Surveys	200	0
Capitalised Salaries	858	1,100
<b>Other Capital Elements:-</b>		
IT Strategy - Housing Systems Upgrade/Enhancement/Replacement	0	660
<b>Development:-</b>		
New Build (The Elms)	0	500
Acquisitions (School Street/Seedfield)	560	2,620
Refurbishment - bringing properties back into use (Eton Hill Flats & Bronte Ave)	0	750

**TOTAL: HRA INVESTMENT PLAN 2026-29**
**25,000**
**31,261**
**FINANCING:-**

RTB Capital Receipts - Retained	560	3,120
Commuted Sums (S106)	0	0
RTB Capital Receipts - Other	2,407	0
Revenue Contributions	0	8,500

Grant Income	2,330	0
Depreciation/Major Repairs Reserve	8,988	9,167
Borrowing	10,715	10,474
<b>TOTAL:FINANCING</b>	<b>25,000</b>	<b>31,261</b>
	0	0

### Key Elements of the Budget

There are a number of key elements that need to be considered when putting together the HRA Budget and Business Plan, all of these are covered in more detail in the Cabinet Budget report so we will just touch briefly on them here:

#### - Rental Income and Service Charges

- National Social Rent Policy set by Government for 10 years – CPI (@Sept) + 1%
- CPI September 2025 was 3.8% - hence recommended rent increase for 2026-27 – 4.8%
- Rent Convergence – pushed back to April 2027 due probably to inflation being above target.
- From April 2027 – rent increase will be maximum of CPI + 1% + £1
- From April 2028 – rent increase will be maximum of CPI + 1% + £2
- Will continue until all rents have “converged” and reached Formula/Target Rent. Will take at least 10 years for all Bury properties to converge. If that happens should by then be eligible to collect an estimated £4m extra per annum in rent.
- (Approx £1.2m of collected rent is handed over to Springs TMO for management and maintenance of just under 300 properties they manage).

#### - Other Income

- Service Charges/Garage Rents – increasing by 4.8% same as rents.
- Estate Shops etc – income depends on specific negotiated leases for each property and when they were let, subject to periodic review.

#### - Interest on Balances

- HRA share of investment interest earned on short-term balances – will reduce significantly over next few years, partly because of downward trend in Bank of England Base Rate, but also because a significant proportion of HRA balances will be used over the next two years to help fund the Capital Investment Plan.

#### - Asset Management Plan (to determine Capital requirements)

Council has had stock condition survey work undertaken over the last 18 months which is still being finalised but has been used to feed the Lifespan Asset Management System operated

by the Council. This has been used to give indicative figures to feed into the 30-year HRA Business Plan, but it is acknowledged that there is still work to be done to firm up the quality of the long-term data and information coming out of the system.

The Council as part of the restructure of the Asset Management Team within Housing Services, is recruiting resource to enable it to develop an internal stock condition survey team. This is so that the data can be constantly updated and fed into the AMS to give us better quality long-term data. The long-term efficacy of the Lifespan system is also being looked at to see if a more suitable alternative is needed.

In terms of the short-term budgets a much more resource-intensive process was undertaken to ensure that we have a Capital Plan for the next three years which addresses the most pressing issues facing our existing stock. This will see a total of circa £60m invested in the existing stock over the next 3 years, and circa £10.8m invested in new build, acquisitions and refurbishment to bring stock back into use.

- **Depreciation**

Technically this is supposed to represent the amount of investment required to maintain the existing stock at the Decent Homes standard, but as the estimated charge for 2026-27 stands at just over £9.000m, it can quickly be seen that this is way short of the resources required just to maintain the existing stock, which is in the region of £27.000m for 2026-27.

- **Treasury Management Strategy (TMS)**

Self-financing - £78.000m of additional debt to buy out of subsidy.

Lack of investment and lack of a clear TMS in relation to the HRA, means that we have little room for flexibility re financing for Capital Plan. Limited revenue balances will be depleted over next few years, meaning without additional resources, and reduced costs the Council's HRA debt will increase considerably over the medium to long-term.

- **Supervision and Management Costs**

£12.665m – total costs of managing the HRA and running the Housing Management Service.

This includes all of the costs that relate to Housing being part of the wider Council and includes all central services provided to Housing e.g. Legal, HR, Finance, ICT etc, plus share of costs for the Democratic process have to be incurred and these are significant, and Housing has little control over these costs which are allocated centrally.

- **Repairs and Maintenance Costs**

Recognised on return of STH to the Council that the Repairs and Maintenance function was not fit for purpose. Hence, following management restructure and a Zero-Based Budgeting exercise significant additional resource has been put into the budget, which will see over £11.400m spent on this service in 2026-27. This investment starts to recognise the implications of improved Fire Safety measures, and the implications of Awaab's Law which impacts on service delivery and available resources.

All of these issues have been factored into producing a balanced budget for 2026-27 and in

producing balanced indicative budgets for the following two years in line with the Council's Medium Term Financial Strategy (MTFS).

### **HRA 30-Year Business Plan**

As part of the budget process a refreshed plan was produced in consultation with Abovo-Consult who provide our Business Planning model. This is an indicative long-term plan which in an ideal world would balance. As it currently stands for Bury Council we have managed to produce a plan which balances for the first 20 years, before it then succumbs to mounting pressures and goes into deficit., which the HRA cannot legally do at that point.

However, it should be noted that even small changes in levels of resources collected, or small cost savings now in the early years of the plan can have a massive impact on being able to balance the plan in the long-term. This is critical to try and make inroads into a scenario that increasingly starts to rely more and more on borrowing to finance the Capital Investment Plan.

We have started on this journey by starting to look at efficiency targets over the next 4 years, with a current savings target already built into the plan of a saving of £0.500m per annum, resulting in a £2.000m reduction in the cost base as a minimum target over that period. This is just the start of a major challenge for the authority to get costs under greater control, maximise all sources of available revenue, to enable us to provide the best possible service to our current and future tenants.

Report to	Housing Advisory Board
Date	05/03/2026
Agenda No. & Title	8 2026/27 Investment programme
Purpose of the Report	To provide overview of 2026.27 Investment programme for consideration by HAB
Status	Assurance
Author	Boe Halam – Head of Housing Property
Report Contact	Boe Haslam <a href="mailto:b.haslam@bury.gov.uk">b.haslam@bury.gov.uk</a> mob. 07483193305
Appendices	
Background Documents	
Recommendation/s	To consider and contribute to the production of capital investment programmes
Corporate Plan Objective	<input checked="" type="checkbox"/> Satisfied Tenants <input checked="" type="checkbox"/> Quality Homes <input type="checkbox"/> United Communities
Risk Implications	<ol style="list-style-type: none"> <li>1) Inadequate structure for delivering Property- Related services resulting in underinvestment of homes.</li> <li>2) Capital Programme: Reputational damage, failure to maintain housing stock in accordance with the stock condition data.</li> </ol>
Risk Controls and mitigations	<ol style="list-style-type: none"> <li>1) Restructure complete, key permanent roles now filled with further recruitment to complete Housing Assets establishment underway.</li> <li>2) Capital investment programme in place.</li> </ol>

Assets and Liabilities	Capital Investment to Housing assets
Resource Implications	Restructure addressed resource implications
Customer Impact	Capital investment positively impacts on living conditions, health and wellbeing for our tenants
EDI Implications	Tenant's needs and requirements are identified and addressed. Tailored services, 'Getting to know you' are all part and parcel of tenant liaison and delivery of services.
Sustainability and Environmental Implications	Considered as part of capital investment planning and delivery
Privacy/Data Protection	Privacy notices, DPA's
Colleague Impact	None
Stakeholder Communications and Reputational Impact	A Communication Plan is being drawn up for rolling programme of Stock Condition Surveys and programmes beyond the next year.
Next Steps	Completion of existing programmes of work and scoping of new schemes, stakeholder involvement. Preparation for procurement.

## 1. Introduction Capital Improvement Programme 2026-2027

1.1 Over the next three years £42.036m will be allocated for planned investment programmes, averaging £14 million per year.

1.2 With overall aims of;

- Delivering safe, decent, energy efficient and compliant homes
- Maintaining compliance with the DHS and regulatory expectations.
- Protecting the long-term value and sustainability of the stock and target investment where the risk and need are greatest.

## 2. Indicative Investment programme

2.1 The Stock Condition Survey programme (SCS) informs investment needs and requirements. Desktop validation of data is carried out using condition, age and

remaining lifespan of the components. Where necessary surveys are undertaken by in-house Stock Condition Surveyors to further validate the data.

2.2 Collaboration, better working and information sharing with Repairs, Compliance, Neighbourhoods teams is essential. This helping to identify any trends and observations, for example high number of roof repairs reported on an estate.

2.3 We are also working closely with Place and other Council Departments to ensure the best understanding of our stock and estates. Additionally, we consider information and learning from tenant complaints and Cllr and MP enquiries.

### **3 Investment Priorities for 2026/2027**

3.1 Approximately £4m will carry over from 2025/26 into next financial year, however these schemes have been prioritised for early 2026/27.

3.2 All new schemes will be thoroughly scoped, planned and prioritised. Major works include;

- Roofing renewal
- Windows and doors
- Kitchen and bathroom replacement
- Internal communal improvements for blocks

3.3 Additionally large-scale retrofit schemes concentrating on delivering energy efficiency measures include;

- External and cavity wall insulation
- Loft insulation top ups
- Mechanical ventilation
- Clean heat (ASHP)
- LED lighting
- Photovoltaics

3.4 Other investment needs for 2026/27 include;

- Sheltered Housing – now included year on year
- Responsive Repairs – repairs that can be capitalised
- Responsive Compliance – work that will not wait until a programme
- Eton Hill Flats refurbishment – bringing properties back into use
- Garage sites
- IT Strategy

#### **4 Financial Overview**

4.1 The capital budget for 2026/27 aligns to business plan assumptions.

4.2 We will continue to bid for funding streams for example, Warm Homes Social Housing to support capital investment.

#### **5 Delivery and governance**

5.1 The programme has been planned and delivered by the newly restructures Housing Assets Team. All new schemes will be thoroughly scoped, planned and prioritised. The aim is to get ahead with investment plans which will bring about more effective procurement and efficiencies. Delivering on Social Value objectives will also be key .

5.2 The Capital investment programme and schemes will be procured with the Council's Procurement Team oversight and submitted to Cabinet for approval.

5.3 Resident engagement will take place once address lists are finalised and permissions in place.

5.4 A Communication Plan is being drawn up for rolling programme of Stock Condition Surveys and programmes beyond the next year.

#### **6 Housing Assets team**

6.1 We are continuing to recruit to permanent business critical roles, which is essential to devise and deliver capital investment programmes.

6.2 Recently recruited roles have included Stock Investment Manager (Delivery), Building Surveyor, Energy Officers and Stock Data Analyst.

6.3 We are continuing to establish a focused and effective team to ensure we identify investment requirements and deliver large scale improvements to our housing stock and to the benefit of our tenants.

#### **7 Stock Condition Surveys and Data**

7.1 We hold stock condition data for 87.5% of our homes with a target of 100%. From 2026/27 a 20% per annum rolling stock condition survey (SCS) programme will be in place. The SCS programme is essential to improve knowledge and understanding of the condition of our properties

7.2 We have recruited a Stock Data Analyst with a clear focus on ensuring the SCS data we hold is accurate and is regularly updated. In turn this will provide a much

better level of data confidence and understanding investment needs and requirements over the short, medium and longer term.

7.3 The 30-year Business plan is informed by SCS as well as other key investment needs for e.g. compliance, energy efficiency and planned maintenance.

7.4 Repeated no access for SCS remains problematic, the ongoing *No Access Policy for Non-Emergencies* project aims resolve this issue across Housing Services.

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Report to: Housing Advisory Board	Housing Advisory Board
Date: 25/02/2026	25/06/2025
Agenda No. & Title	9 Self-Assessment Against the Consumer Standards 2026
Purpose of the Report	To present the updated 2026 self-assessment, provide assurance, and seek approval of the improvement plan.
Status	For review
Author	Claire Rogan, Head of Performance, Assurance & Improvement
Report Contact	Claire Rogan
Appendices	Appendix 1: Full Self-Assessment Document. Appendix 2. Self assessment presentation summary.
Background Documents	Regulatory Standards, HAB Reports, Internal Audits, Stock Condition Data, TSM Framework
Recommendation/s	Review the self-assessment; endorse improvement plan; monitor progress via HAB.
Corporate Plan Objective	Satisfied Tenants, Quality Homes, United Communities
Risk Implications	Risks: Repairs, DMC, data accuracy, compliance gaps, regulatory exposure.
Mitigations/Controls	Controls: Repairs review, compliance governance, DMC group, stock data plan.
Financial and Value for money implications	N/A
Regulatory/ governance and legal implications	Supports compliance with RSH Consumer Standards; requires continued oversight.
Assets and Liabilities	N/A
Resource Implications	N/A
Customer Impact	Improved safety, satisfaction, communication, repairs reliability.
EDI Implications	Supports diverse needs; data cleanse; reasonable adjustments.

Sustainability and Environmental Implications	Improved stock sustainability, damp/mould prevention.
Privacy/Data Protection	GDPR compliance; data accuracy improvements underway.
Colleague Impact	Training, new structures, improved workflows.
Stakeholder Communications and Reputational Impact	Strengthened transparency, tenant voice, regulatory confidence.
Next Steps	Implement actions; mid-year review; quarterly HAB reporting.

# Self-Assessment of Compliance with the Consumer Regulatory Standards 2025

This document sets out our self-assessment against the draft consumer standards with the aim of identifying gaps and areas for improvement.

## Compliance Assessment Summary

RAG Rating	Description
	Substantial non-compliance with improvement work needed
	Partial compliance with improvement work needed
	Full compliance (In some cases strengthening work proposed)
	Not applicable for organisation

Standard	Overall Assessment	High level assessment			Areas of partial compliance
		Specific requirements			
1. Safety and quality standard		Green	Amber	Red	
1.1 Stock quality 1.2 Decency		1	3		
1.3 Health and safety		0	3		
1.4 Repairs, maintenance and planned maintenance			3	1	
1.5 Adaptations		2			

2. Transparency, Influence and accountability		Specific requirements			Areas of partial compliance
		Green	Amber	Red	
2.1 Fairness and respect		1	3		•
2.2 Engagement with tenants		3	3		
2.3 Information about landlord services		1	4		•
2.4 Performance information		3	2		
2.5 Complaints		2			
2.6 Self-referral		1			
3. Neighbourhood and Community		Specific requirements			Areas of partial compliance
		Green	Amber	Red	
3.1 Safety of shared spaces			1		
3.2 Local cooperation			1		
3.3 ASB and hate crime		1	4		
3.4 Domestic abuse			2		
4. Tenancy		Specific requirements			Areas of partial compliance
		Green	Amber	Red	
4.1 Allocations and Lettings		5	1		
4.2 Tenancy sustainment and evictions		0	2		
4.3 Tenure		3	3		
4.4 Mutual exchange		1	3		

Safety and Quality Standard				
<b>1.1 Stock quality</b> <b>1.2 Decency</b>				
<p>Registered providers must have an accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provision of good quality, well maintained and safe homes for tenant.</p> <p>Registered providers must use data from across their records on stock condition to inform their provision of good quality, well maintained and safe homes for tenants including: a) Compliance with health and safety legal requirements b) Compliance with the Decent Homes Standard c) Delivery of repairs, maintenance and planned improvements to stock d) Allocating homes with adaptations appropriately.</p> <p>Registered providers must ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard unless exempted by the regulator.</p>				
Specific Expectations	Compliance and Evidence	Actions required to ensure/improve compliance	Assurance/ evidence	Owner
2.1.1 Registered providers must have an accurate record at an individual property level of the condition of their stock, based on a physical assessment of all homes and keep this up to date.	<p>We hold stock condition data against 87.5% of our homes with a target of 100%.</p> <p>From 2026.27 a 20% per annum rolling stock condition survey (SCS) programme will be in place.</p> <p>To help meet SCS targets we have recruited an additional Stock Condition Surveyor. The SCS programme is</p>	<ul style="list-style-type: none"> <li>• Implement asset management restructure</li> <li>• Increase access rates for stock condition surveys</li> <li>• Asset management strategy</li> <li>• HAB /Cabinet report on stock condition approach/ overview of data / validation of data</li> </ul>	<p>Report to HAB - Capital Programme Report</p> <p>Report to go HAB on month on month levels of completed stock condition surveys.</p>	Boe Haslam

	<p>essential to improve knowledge and understanding of the condition of our properties.</p> <p>We have also recruited a Stock Data Analyst with a clear focus on ensuring the SCS data we hold is accurate and is regularly updated. In turn this will provide a much better level of data confidence, additionally understanding investment needs and requirements over the short, medium to longer term.</p> <p>The SCS links directly to the No Access for Non Emergencies project, which is underway and involves delivery teams across Housing Services.</p>			
2.1.2 Registered providers must use data from across their records on stock condition to	Data is used to ensure we remain legally compliant across all areas of compliance and safety.	<ul style="list-style-type: none"> <li>• Ensure HHSRS assessments are carried out in relation to DMC - ask Claire if a</li> </ul>	<a href="#">TSM Satisfaction That Home Is Safe</a> TSM Satisfaction That Home Is Well Maintained	Ben Tunnicliffe

<p>inform their provision of good quality, well maintained and safe homes for tenants including:</p> <p>a) Compliance with health and safety legal requirements</p>	<p>HHSRS assessments are carried out as part of our stock condition surveys</p> <p>HHSRS assessments are carried out in relation to all reports of damp, mould and condensation.</p> <p>Robust processes are in place to manage statutory compliance including gas, electric, fire, asbestos, water and lift safety. These processes have been audited.</p>	<p>sample is attached.</p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p>Stock Condition Survey Reports</p> <p><a href="#">Audit Reports</a> for Gas Safety, Fire Safety, Electrical Safety, Asbestos, Legionella, Lift Safety, Housing Conditions – Damp, Mould, and Condensation.</p>	
<p>b) Compliance with the Decent Homes Standard</p>	<p>Stock condition data is used to provide assurance of decency, and our investment programs are led by this data to ensure we maintain decency.</p> <p>Repeated no access is a challenge. The ongoing No Access project aims to strengthen our approach to access for SCS, property</p>	<ul style="list-style-type: none"> <li>• Ensure that a no access process is agreed and has clear responsibilities across all teams involved.</li> <li>• Asset management strategy</li> <li>• HAB /Cabinet report on stock condition</li> </ul>	<p>TSM Satisfaction That Home Is Well Maintained</p>	<p>Boe Haslam</p>

	assessments, essential servicing and repairs etc...	<p>approach/ overview of data / validation of data/ access</p> <ul style="list-style-type: none"> <li>• What % of refusals do we have for improvement work that may impact decency?</li> </ul>		
c) Delivery of repairs, maintenance and planned improvements to stock	<p>Delivery of planned investment is based on our stock condition data detailed above.</p> <p>We are currently carrying out a restructure of property services teams including repairs which will put a robust management and customer service structure in place for the repairs service.</p> <p>We have commenced a review of our repairs services. We are currently working with colleagues and tenants to map the AS IS position of the service. Following this</p>	<ul style="list-style-type: none"> <li>• Complete and implement the property services restructure</li> <li>• Complete and implement the repairs review to improve the standard of the service</li> <li>• Reports to HAB on repairs review</li> <li>• Internal audit of repairs due Q4 – Due in Jan 2026 – results should be available March 2026.</li> </ul>	<p>TSM Satisfaction That Home Is Well Maintained</p> <p>TSM Satisfaction with Repairs / Time Taken –</p> <p><a href="#">Structure Chart</a></p> <p><a href="#">Cabinet report RE: Restructure and minutes</a></p> <p><a href="#">Staff consultation feedback</a></p> <p><a href="#">Housing Advisory Board report and presentation RE: Repairs Review and Minutes</a></p> <p>The Regulator requires landlords to hold an accurate, up- to- date, and evidenced understanding of the condition of every home, based on physical assessment and maintained at individual property level. We must use stock condition data to inform delivery of repairs, maintenance, planned improvements, and compliance with</p>	Simon Blundell

	we will implement identified improvements to the service.		<p>Decent Homes and health &amp; safety requirements. Whilst we have completed around 87% of stock condition survey we have access to no data to carry out any form of analysis.</p> <p>We aim to maintain a structured stock condition programme and incorporate findings into planned works, decency compliance, and safety- related investment decisions. Our data model should then guide repair priorities, cyclical maintenance, and capital programming.</p> <p>The Re structure of repairs has completed but is still subject to ongoing recruitment to full establishment.</p> <p>A repairs review has been carried out and pending confirmations of data supplied.</p> <p>We look forward and will welcome the internal repairs audit expected around March 2026.</p>	
d) Allocating homes that are designed and adapted to meet specific needs appropriately.	Properties are assessed at the void stage and where it is identified that a current adaptation is to remain in the property, this is advertised and allocated appropriately with the support of our occupational therapist. Where an adaptation	<ul style="list-style-type: none"> <li>Complete the review of the aids and adaptations policy and procedure and embed any changes – Michelle Stott reviewing policy,</li> </ul>	<p>We are informed of any adaptations prior to the initial inspection. During the visit, our surveyors confirm whether these adaptations are still in place or have already been removed or for example, if a stairlift has been installed but is no longer required, it would be taken out.</p> <p>If a capital kitchen or bathroom replacement is needed, we would include a</p>	Simon Blundell/Amanda Mullen

	<p>is not feasible for an existing customer, these properties are used as options to move existing customers.</p>	<p>target date end of Nov 2025</p> <ul style="list-style-type: none"> <li>• Report on lettings – ask Amanda Mullen</li> </ul>	<p>wet room in the specification where this has been requested. In practice, most of the bathrooms we replace are converted to wet rooms as standard but just for an example, this is as much of an input as we would have at the Void stage.</p> <p><b>Assessment</b></p> <ul style="list-style-type: none"> <li>- An Occupational Therapist (OT) visits the property to assess the patient's needs and recommend suitable adaptations.</li> <li>- Types of Adaptations: Minor Adaptations (e.g. grab rails, stair rails, steps, floor to floor handrails etc)</li> <li>- Any adaptations with a cost of less than £1,000</li> </ul> <p>Both private and council dwelling minor adaptation works are completed by the council (the private one's now sat with Adult Services)</p> <p><b>Major Adaptations</b> (e.g. extensions, ramps, level access showers, stairlifts etc)</p> <ul style="list-style-type: none"> <li>- Complex cases require a feasibility visit with the OT's and major work's and if needed are reviewed by the Major Adaptations Panel (MAP)</li> <li>- Private properties are funded via the Disabled Facilities Grant (DFG) and are completed privately</li> <li>- Private dwelling adaptations are means-tested</li> </ul>	
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			<p>Council properties are funded via the <b>Disabled Facilities Assistance (DFA)</b> budget and are completed by the council</p> <ul style="list-style-type: none"> <li>- Some adaptations require specialist contractors. For these, the OTs will arrange for a quotation for the appropriate works (e.g. stairlifts, through floor lifts, hoists etc)</li> <li>- Council dwelling adaptations are fully funded by the council so there is no means-testing</li> </ul> <p><b>Referral Process</b></p> <ul style="list-style-type: none"> <li>- The OT sends a referral to the Bury Council Admin Inbox</li> <li>- The business support office monitoring the inbox then:</li> <li>- Raises a contact on QL for the adaptation</li> <li>- Adds the case to the share DFA spreadsheet</li> </ul> <p><b>Repairs and Voids (Major Works):</b></p> <ul style="list-style-type: none"> <li>- Monitor the spreadsheet and QL contacts</li> <li>Raise the job in QL and complete the works</li> <li>With in house technicians, contractors and/or specialist contractors</li> </ul> <p><b>Extensions only</b> – before raising a job</p> <ul style="list-style-type: none"> <li>- Produce an estimate of the costs to complete the works</li> <li>- Submit a Full Plans Application to Bury Council Building Control</li> <li>- Complete and submit an Officer Delegation Scheme Record of Decision Form – expenditure approval form</li> </ul>	
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			<p><b>Completion</b></p> <ul style="list-style-type: none"><li>- After works are completed:</li><li>- Repairs and Voids (Major Works) update the property aspects on QL to mark it as an adapted property</li><li>- Purpose: if the property becomes void it can be allocated to another tenant with similar needs</li><li>- Right to Buy Protection: Once adapted, a property cannot be purchased under the Right to Buy Scheme.</li><li>- Rent Adjustment: If the adaptation included a bedroom extension, the monthly rent increases.</li></ul> <p><b>@Stott, Michelle- your input appreciated</b></p> <p>10/12/25- We have an old financial assistance policy which is for the delivery of DFG and other more flexible forms of assistance. I have created an updated new draft version. However, this is on hold pending the Foundations review of adaptations in Bury – workshop is happening tomorrow, and they will then produce a recommendation report based on the outcomes. I have sent them the draft for review, alongside lots of stats and other relevant procedures. I will keep you updated.</p> <p><b>Notes</b></p>	
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			<p>We aim to maintain an accurate, up- to- date record of all adapted and accessible homes at individual property level, in line with the Safety and Quality Standard requirement to allocate such homes appropriately. Our property data will include key accessibility features (e.g., level access, wheelchair standards, adapted bathrooms), and this information is used directly to guide allocation decisions.</p> <p>Applicants can clearly express medical, mobility, welfare and accessibility needs, and these are recorded and verified, often with Occupational Therapist input, ensuring that allocations reflect assessed requirements.</p> <p>Our allocations scheme accords reasonable preference to those needing housing on medical or disability grounds, and we provide accessible formats and tailored support to ensure fair access to the process.</p> <p>To make best use of adapted stock, we aim to prioritise adapted homes for tenants who would benefit most, using targeted shortlists and maintaining an audit trail linking property features to individual needs.</p> <p>We aim to avoid removing adaptations unless evidence confirms they are unsuitable, and we work with DFG/OT</p>	
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			<p>teams to decide whether a move or adaptation-in-situ is the right solution.</p> <p>This approach reduces void times, prevents misallocation, and ensures adapted homes remain available for households who require them. We aim to continuously monitor outcomes, including first- time match rates, sustainment, and tenant satisfaction, to ensure allocations are safe, fair and effective, and to provide assurance that we are meeting the regulator's expectations for the appropriate allocation of adapted homes</p>	
<b>1.3 Health and safety</b>				
When acting as landlords, registered providers must take all reasonable steps to ensure the health and safety of tenants in their homes and associated communal areas.				
<b>Specific Expectations</b>	<b>Compliance and Evidence</b>	<b>Actions required to ensure/ improve compliance</b>	<b>Assurance/ evidence</b>	<b>Owner</b>
2.2.1 Registered providers must identify and meet all legal requirements that relate to the health and safety of tenants in their homes and communal areas.	HHSRS assessments are carried out as part of our stock condition surveys and additional HHSRS assessments are carried out in relation to all reports of damp, mould and condensation.	<ul style="list-style-type: none"> <li>• Implement asset management restructure</li> <li>• Ensure HHSRS assessments are carried out in relation to DMC</li> <li>• Progress on implementation of Awaab's law</li> </ul>	<p>Landlord H&amp;S <a href="#">Audits</a></p> <p>TSM Satisfaction That Home Is Safe</p> <p>Housing Scrutiny sub group report and minutes July 2025</p> <p>PAG report on landlord delivery July 2025 - <a href="#">Ask Sian</a></p>	Ben Tunnicliffe

	<p>Robust processes are in place to manage statutory compliance including gas, electric, fire, asbestos, water and lift safety.</p> <p>Work ongoing to implement Awaab's law requirements and guidance</p>	<ul style="list-style-type: none"> <li>• Awaab's law KPI performance</li> <li>• Quarterly Building safety and compliance reports to HAB</li> <li>• Strengthen our approach to remedial actions, tracking data and monitoring work against risk and improve reporting.</li> </ul>	Compliance Assessments - Audits - <b>Ben sending</b>	
2.2.2 Registered providers must ensure that all required actions arising from legally required health and safety assessments are carried out within appropriate timescales.	Processes are in place to ensure any action arising from compliance checks i.e. gas servicing and inspection, are carried out on an emergency priority basis, which also may include making safe before completing works which may also include a decant for the customer.	<ul style="list-style-type: none"> <li>• Quarterly Building safety and compliance reports to HAB</li> <li>• Implement remedial action tracker against compliance actions for each area</li> </ul>	<p>Landlord H&amp;S <a href="#">Audits</a></p> <p>TSM Satisfaction That Home Is Well Maintained</p> <p>TSM Satisfaction That Home Is Safe</p>	Ben Tunnicliffe
2.2.3 Registered providers must ensure that the safety of tenants is considered	<p>Prep for Awaab's law</p> <p>Process when cat 1 hazard is identified</p>	<ul style="list-style-type: none"> <li>• Develop a decant policy and procedure ensuring that</li> </ul>	Landlord H&S Audits – implement audit actions.	Simon Blundell

<p>in the design and delivery of landlord services and take reasonable steps to mitigate any identified risks to tenants.</p>	<p>Link between decant p&amp;p and HHSRS hazards  How do repairs align with HHSRS and identified hazards  Additionally, we want to ensure that customer vulnerability information is available and used when carrying out any HHSRS assessment or decant due to a significant repair.</p> <p>Decant policy designed to take into account tenant vulnerabilities</p>	<p>HHSRS / Awaab's law hazards are sufficiently detailed as a reason to decant. - Draft Policy KP</p> <ul style="list-style-type: none"> <li>Align emergency, urgent and routine repair categories with HHSRS categories and Awaab's law - Colin doing this piece of work</li> <li>Develop a risk matrix to ensure customer vulnerabilities are considered as part of all HHSRS assessments/ Awaab's law assessments - Simon &amp; Ben to complete</li> </ul>	<p>TSM Satisfaction With Repairs / Time Taken</p> <p>TSM Satisfaction That Home Is Safe</p> <p>Awaab's law action plan.</p> <p>Risk Matrix</p>	
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1.4 Repairs, maintenance and planned improvements				
Registered providers must provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible.				
Specific Expectations	Compliance and Evidence	Actions required to ensure/ improve compliance	Assurance/ evidence	Owner
2.3.1 Registered providers must enable repairs and maintenance issues to be reported easily.	<p>Customers have a variety of ways to report repairs to their home including by phone, email, face to face at our housing reception, or via the website.</p> <p>Whilst this area is compliant further work is being undertaken as part of the repairs review to see if any improvement can be made to make repairs easier to report.</p>	<ul style="list-style-type: none"> <li>• Repairs review outcomes</li> <li>• Report to HAB on repairs review – currently being drafted</li> </ul>	<p><a href="#">Housing Advisory Board report and presentation</a> RE: Repairs Review and Minutes</p> <p>Repairs Review Action Plan</p> <p>We aim to ensure tenants can report repairs and maintenance issues quickly, simply, and through multiple accessible channels, in line with the Safety and Quality Standard requirement that providers must enable issues to be reported easily.</p> <p>Our reporting routes include telephone, online forms, email, and in- person contact through housing officers, ensuring tenants with different communication needs can access the service.</p> <p>Information about how to report repairs is clearly communicated across our platforms and tenancy materials. We also</p>	Simon Blundell

			<p>ensure these routes accommodate tenants with disabilities by providing accessible formats and support where needed.</p> <p>All repair requests are logged promptly into our repairs system, generating an audit trail to support timely action and performance monitoring. Tenants receive confirmation of their request and information about expected timescales, supporting transparency and confidence in the service.</p> <p>The ease of reporting is regularly reviewed through tenant feedback and satisfaction measures to identify improvements and remove barriers</p>	
<p>2.3.2 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</p>	<p>Repairs timescales are set out on our website.</p> <p>What steps do we take to inform tenants about repairs they have booked?</p> <p>We have commenced a review of our repair's services. We are currently working with colleagues and tenants to map the AS IS position of the</p>	<ul style="list-style-type: none"> <li>• Develop and publish a repairs policy - <b>CS drafting this</b></li> <li>• Develop and publish a repairs handbook - <b>CS drafting this</b></li> <li>• Complete and implement the repairs review to improve the standard of the</li> </ul>	<p>Website</p> <p>TSM Satisfaction That Home Is Well Maintained</p> <p>Performance reports to HAB on repairs timescales KPIs <a href="#">2.3.2 Housing Performance quarterly report May'25 - Copy CR edit 25th July.pptx</a></p> <p><a href="#">2.3.2 Housing Performance quarterly HAB report Q1 Sept 2025.pptx</a></p> <p><a href="#">2.3.2 Housing Performance quarterly HAB report TSM Q1 Sept 2025.pptx</a></p>	<p>Simon Blundell</p>

	<p>service. Following this we will implement identified improvements to the service.</p>	<p>service – <a href="#">see above</a></p> <ul style="list-style-type: none"> <li>• Report to HAB on repairs review - <a href="#">see above</a></li> </ul>	<p>We aim to set clear, published timescales for all categories of repairs, maintenance and planned works, in line with the Safety and Quality Standard requirement that registered providers must communicate and deliver against defined completion timescales.</p> <p>These timescales are communicated to tenants through multiple channels, including repair confirmation messages, our website, tenancy information, and contact- centre scripts.</p> <p>Tenants are informed of the expected completion timeframe when reporting a repair, and any changes, such as access issues, parts delays, or follow- on works, are communicated promptly to maintain transparency and manage expectations.</p> <p>We aim to monitor compliance with these timescales through our repairs management system, performance dashboards, and contractor oversight arrangements. This ensures we take appropriate steps to deliver works within the agreed targets, identify exceptions early, and take corrective action where necessary.</p> <p>Leadership teams review performance trends and customer feedback regularly to strengthen delivery and ensure the service remains reliable and responsive.</p>	
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<p>2.3.4 Registered providers must understand and fulfil their maintenance responsibilities in respect of communal areas.</p>	<p>Communal area investment works are built into the 30-year investment plan, including building safety requirements, and cosmetic communal works. Programme of communal investment works currently on site.</p> <p>Caretaking and cleaning staff carry out an assessment through a block walk every two weeks on low rise schemes which includes the reporting of any communal repairs.</p> <p>What do we do at sheltered schemes to ensure we meet our maintenance responsibilities in communal areas?</p> <p>Whats the process for communal repairs and</p>	<ul style="list-style-type: none"> <li>• Complete and implement the repairs review – see above.</li> <li>• Review of Caretaking – SLA in place for cleaning and Ground maintenance</li> <li>• 4 weekly meetings RE: cleaning and Grounds Maintenance</li> <li>• Weekly Inspections within our IL schemes and weekly internal cleaning provided– Kimberley Partridge</li> </ul>	<p>TSM Satisfaction That The Landlord keeps Communal Areas Clean And Well maintained</p> <p><a href="#">2.3.4 SLA Cleaning Services - Communal Areas - 27-9-2024.docx</a></p> <p><a href="#">2.3.4 Grounds Maintenance Specification 10.6.25.docx</a></p> <p><a href="#">2.3.4 Grounds Maintenance, Cleaning and Caretaking Action Plan 2025 26.docx</a></p> <p>Minutes from latest meeting</p> <p>Inspection logs</p> <p>We understand and aim to fully discharge our maintenance responsibilities for communal areas, ensuring they are kept safe, well- maintained, and compliant with all relevant health and safety obligations.</p> <p>The Safety and Quality Standard require providers to take all reasonable steps to ensure the health and safety of tenants in their homes and associated communal areas, and to deliver effective, efficient, and timely maintenance services for these areas.</p> <p>Our approach is to aim and maintain accurate and up- to- date records of communal area condition, undertaking regular inspections, and addressing any</p>	<p>Simon Blundell/ Kimberley Partridge</p>

	<p>are these completed within timescales?.</p>		<p>identified hazards within appropriate timescales.</p> <p>We aim to ensure statutory compliance tasks, such as fire safety checks, electrical safety in communal spaces, and asbestos management, are completed and recorded, with follow- on actions monitored to completion.</p> <p>Communication with tenants is clear and timely. We aim to provide advance notice of planned works in communal areas, updates on progress, and information about any health and safety implications.</p> <p>This aligns with emerging best- practice guidance emphasising transparency, collaboration, and consistent communication in repairs and maintenance delivery.</p> <p>Through regular performance monitoring, contractor oversight, and governance reporting, we ensure communal areas remain safe, accessible, and well- maintained, providing assurance that we are meeting regulatory expectations and safeguarding tenants' wellbeing.</p>	
<p>2.3.5 Registered providers must ensure that the delivery of repairs, maintenance and</p>	<p>Appointments for repairs are made with the customer to ensure the appointment suits</p>	<ul style="list-style-type: none"> <li>• Repairs review</li> <li>• Improve contract management</li> </ul>	<p>TSM Satisfaction That Home Is Well Maintained</p>	<p>Simon Blundell</p>

<p>planned improvements to homes and communal areas is informed by the needs of tenants and provides value for money, in addition to the requirement at 2.1.2.</p>	<p>them. This is either done at the point of reporting, through the contact centre. Additionally, we re-arrange appointments for customers where circumstances have changed to accommodate their needs.</p> <p>We utilise vulnerability markers held on our systems for customers who need us to knock loudly or provide extra wait times etc, and this is provided to operatives through the PDA system.</p> <p>We have access to translation services that staff can commission</p> <p>In relation to value for money, all outsourced contracts are subject to formal procurement including the investment program. We have work to do to improve contract</p>	<p>and procurement of contracts</p> <ul style="list-style-type: none"> <li>• Reports to HAB on repairs review</li> <li>• Current website doesn't support Google translate, need to look at options.</li> </ul>	<p>TSM Satisfaction With Repairs / Time Taken</p> <p>We aim to ensure that the delivery of repairs, maintenance and planned improvements across homes and communal areas is shaped directly by the needs and experiences of tenants, while also providing value for money.</p> <p>The Regulator's requirements state that providers must deliver repairs, maintenance and planned improvements informed by tenant needs and ensure services are effective, efficient, and timely.</p> <p>Our approach is to combine tenant insight, performance data and property condition information to prioritise investment and repairs where they will have the greatest impact. We use tenant feedback, through satisfaction surveys, complaint's themes, engagement panels, and service- level conversations, to inform service design, component replacement priorities and planned programme sequencing. This ensures that repairs and improvements respond to lived experience and address the issues tenants identify as most important.</p> <p>Value for money will be embedded through robust procurement, contract management and targeted scheduling of planned works based on accurate and</p>	
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	<p>management within the repairs service.</p>		<p>up- to- date stock condition data, aligning with the Safety and Quality Standard expectation to maintain well- kept, safe homes through informed decision- making.</p> <p>Regular analysis of repair trends, cost drivers and repeat visits will help us reduce inefficiencies and improve outcomes. By shifting appropriate works into planned programmes, we will reduce reactive spend and extend component life, securing better value over time.</p> <p>We also aim to ensure tenants are kept informed throughout the delivery process, with clear communication about planned works, timelines and impacts, supporting both transparency and service satisfaction.</p> <p>This approach provides assurance that repairs and improvements are tenant- centred, safe, cost- effective and aligned with regulatory expectations for quality and value.</p>	
<p><b>1.5 Adaptations</b></p>				
<p>Registered providers must assist tenants seeking housing adaptations to access appropriate services.</p>				

Specific Expectations	Compliance and Evidence	Actions required to ensure/improve compliance	Assurance/ evidence	Owner
<p>2.4.1 Registered providers must clearly communicate to tenants and relevant organisations how they will assist tenants seeking housing adaptations services.</p>	<p>Information about disabled adaptations is available on the website.</p>	<ul style="list-style-type: none"> <li>• Need to review webpages as they refer to old teams</li> <li>• Review policy and procedure – Michelle Stott reviewing Policy. Head of service will then produce procedure for Housing Services</li> </ul>	<p>Website  <a href="https://www.bury.gov.uk/housing/housing-services/your-home/support-in-the-home/disabled-adaptations">https://www.bury.gov.uk/housing/housing-services/your-home/support-in-the-home/disabled-adaptations</a></p> <p>The website amendments wait till after the Foundations review and the planned restructure of my team as if it gets approved then my team's name will be changing again. The information isn't too out of date, and I am not sure what will come out of the Foundations review which could change how we deliver adaptations.</p> <p>As per above the new Policy is in draft form. I have a working procedure document for how we deliver grants in my team – again this could change shortly based on the Foundations review.</p> <p><b>Notes</b>  We aim to clearly communicate to tenants and to relevant partner organisations how we will support them in accessing housing adaptations services, in line with the Safety and Quality Standard requirement that providers must assist tenants seeking adaptations and communicate this effectively.</p>	<p>Simon Blundell/  Steve Glazebrook</p>

			<p>Information on how to request adaptations is provided through multiple accessible channels, including our website, tenant packs, customer contact centre, and frontline housing officers.</p> <p>Tenants are given clear guidance on the process, eligibility routes, and what to expect at each stage. This reflects sector best practice, which emphasises providing accessible information and straightforward pathways to adaptations support.</p> <p>We work collaboratively with relevant organisations such as Occupational Therapy teams, Disabled Facilities Grant (DFG) services, and health and social care partners to ensure tenants understand how we will assist them in obtaining the most appropriate adaptation solution. This includes explaining referral routes, timescales, assessment requirements, and how decisions are made, in line with good practice guidance on delivering and co-ordinating adaptations.</p> <p>Through regular communication, clear signposting, and consistent partnership working, we provide assurance that tenants know how to access adaptations support, understand the process, and receive coordinated assistance that</p>	
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			meets their needs and supports independent living.	
<p>2.4.2 Registered providers must co-operate with tenants, appropriate local authority departments and other relevant organisations so that a housing adaptations service is available to tenants where appropriate.</p>	<p>We work closely with Adult Social Care and the DFG team to ensure tenants have access to the adaptations service</p>	<ul style="list-style-type: none"> <li>Review policy and procedure - see above</li> </ul>	<p>Notes</p> <p>We aim to work in full co- operation with tenants, local authority departments, and other relevant organisations to ensure that appropriate housing adaptations services are available and accessible to those who need them.</p> <p>The Safety and Quality Standard require providers to assist tenants seeking adaptations, and sector guidance reinforces the need for clear partnership working across housing, health, and social care.</p> <p>Our approach includes close collaboration with Occupational Therapy teams, Disabled Facilities Grant (DFG) services, adult social care, and health partners to coordinate assessments, agree suitable adaptations, and ensure timely delivery.</p> <p>This aligns with national toolkits highlighting the importance of integrated, cross- agency working to support disabled tenants effectively.</p> <p>We aim to maintain open communication with tenants throughout the process, ensuring they understand the roles of each organisation involved, how</p>	<p>Simon Blundell/Steve Glazebrook</p>

			<p>decisions are made, and the expected timelines. We also share relevant information with partner agencies where appropriate and lawful to support streamlined assessments and avoid delays.</p> <p>Sector best practice emphasises that partnership working improves service quality, accessibility, and outcomes for tenants requiring adaptations.</p> <p>Through these cooperative arrangements, we ensure that a responsive, well- coordinated housing adaptations service is consistently available to tenants, supporting independence, safety, and wellbeing.</p>	
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Transparency, Influence and Accountability Standard				
<b>1.1 Fairness and respect</b> <b>1.2 Diverse needs</b>				
Registered providers must treat all tenants and prospective tenants with fairness and respect.				
In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants.				
Specific Expectations	Compliance and Evidence	Actions required to ensure/improve compliance	Assurance	Owner
2.1.1 Registered providers must use relevant information and data to:  a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and b) assess whether their	We collect and maintain relevant tenant data, including protected characteristics, language needs, and additional support requirements, at sign-up and through ongoing engagement.  This data is actively used to tailor services and ensure accessibility, for example by providing reasonable adjustments, and digital support where needed. These are flagged on QL system using makers.	QL project with aim to improve how data is held in QL to ensure it is easy to access and there is one version of the truth. A process is in place to ensure alerts are accessible to repairs operatives.  Develop a vulnerable tenant policy and embed a culture of observing reasonable adjustments, providing equitable services for all. Linked with culture and will be captured in part by the Institute of Customer Service recommendations – staff and tenant survey results. (March 2026)	<a href="#">Knowing your tenants report</a> and action plan.  Annual Data cleanse survey results – Survey sent and responses to be updated in QL  Core analysis report  Briefing notes from Tenants Voice Forum - <a href="#">2.1.1 b) TVF Briefing Note HAB Sep 2025.docx</a>  <a href="#">2.1.1 b) TVF Briefing Note for HAB SW Nov 25.docx</a>  Reasonable adjustments Policy – on website <a href="https://www.bury.gov.uk/asset-library/nbpc0005-reasonable-adjustments-policy1.pdf">https://www.bury.gov.uk/asset-library/nbpc0005-reasonable-adjustments-policy1.pdf</a>	Clair e Rog an

<p>tenant and landlord services deliver fair and equitable outcomes for tenants.</p>	<p>We analyse complaints, TSMs, and satisfaction surveys by demographic groups to identify disparities</p> <p>Over the last year, there's been 3 digital skills sessions, which are 6 weekly courses, upskilling minimum of 8 tenants per scheme with digital connectivity, and with the guarantee of free devices and loaded sim cards. TOPO/Welcomb and Topping Fold are also registered digital hubs, which allows any resident to call in use the devices. We also support a number of weekly and monthly drop-ins across the borough and attend regular coffee mornings at our IL schemes to support digital skills, and have organised scam</p>	<p>Request for tenant feedback dashboards to be created – this will support our understanding, trends and areas for improvement – it will also provide the Tenants Voice Forum with a data led approach to deep dives and further scrutiny and improvement.</p> <p>Develop Vulnerable Tenants policy and approach that is suitable for staff and contractors.</p> <p>Equality impact assessments using tenant data with all policies and service changes</p> <p>Data cleanse survey (due Jan26) will enable us to update our system and deliver more tailored service.</p>		
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	<p>awareness at all the schemes with Age UK. Our reach on CX communication platform highlights that more tenants are using and receiving digital methods of communication. For those identified as digitally isolated via CX we communicate via post.</p> <p>We have a reasonable adjustments policy that defines what a 'reasonable adjustment' is, in what type of circumstances they will be carried out and how a request for a reasonable adjustment can be made.</p> <p>We regularly review our alerts and tailored services from within our CRM to ensure it is cleansed. An</p>			
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	<p>automated report is shared weekly.</p> <p>We have an annual programme of tenancy visits to ensure all our tenancies are up to date and to ensure we hold the correct information about our customers including an understanding of their needs including any support needs.</p> <p>We have delivered a 'knowing our tenants' report to HAB based on data and what we know about our tenants. This has deliverable actions associated to improving our data</p> <p>CORE data analysis is reported on and shared.</p> <p>All staff and councillors receive regular training</p>			
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	<p>on equality, diversity and inclusion.</p> <p>a) We carry out Equality Impact Assessments when we change a policy or service or introduce a new policy or service to assess the impact the proposals will have on tenants and make adjustments to the proposals to manage or eliminate any negative impacts.</p> <p>All LT, housing advisory board and committee reports have EDI implications provided so that decisions take into account any implications.</p> <p>We analyse our tenant satisfaction</p>			
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	<p>data by protected characteristics to understand if there are any areas where our tenants are more dissatisfied.</p> <p>We analyse CORE data to understand who we are letting our properties to ensure the residents of</p> <p>Bury have equitable access to housing and understand the profile of our new tenants.</p> <p>The TVF scrutinise and co-produce with us to assure that we align with lived experience.</p> <p>Track satisfaction and make improvements accordingly.</p>			
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<p>2.1.2 Registered providers must ensure that communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants.</p>	<p>Customers are able to communicate with us;</p> <ul style="list-style-type: none"> <li>• in person by visiting our reception between 9am – 5pm Monday to Friday or through a home visit from an officer</li> <li>• by telephone to our contact 9.00am – 5pm Monday to Friday</li> <li>• Through their Online Account</li> <li>• In writing by email or letter</li> <li>• e-desk</li> <li>• Tenant Newsletter</li> </ul> <p>We also use texts messages to communicate about our repairs service and income management services.</p> <p>We hold information on our tenants' communication</p>	<p>Communication strategy is in development stages. 1st Meeting 17th Dec with consultant Hayley James to start shaping strategy. .</p> <p>Review website information to make sure It is clear and accessible – Tenants reviewed complaints area of website and as a result made clearer and more accessible. .</p> <ul style="list-style-type: none"> <li>• Review information provided at sign up</li> <li>• Ensure we have translation and interpretation services in place and signposted via letters and the webpage</li> <li>• We will deliver the data cleansing exercise annually to improve tenant data quality and refresh in a timely way.</li> <li>• Develop a customer service strategy /charter. Signed up to ICS The Institute of Customer Service for 5 years.</li> </ul>	<p>TSM on fairness and respect</p> <p>CX DMC push out as an example of good practice.</p> <p><a href="#">Tenant Newsletter</a></p>	<p>Clair e Rog an</p>
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	<p>preferences – both method of communication and any language or accessibility requirements and where ever possible use these to communicate with customers.</p> <p>We use Language Line to provide interpretation services for our tenants where their first language is not English.</p>			
<p>2.1.3 Registered providers must ensure that landlord services are accessible, and that the accessibility is publicised to tenants. This includes supporting tenants and prospective tenants to use online landlord</p>	<p>All landlord services are clearly publicised across multiple channels including our website, tenant newsletters, tenancy handbooks, and office noticeboards.</p> <p>We provide a range of ways for tenants and prospective tenants to access services: online, telephone, in-person office visits, and email, with clear</p>	<p>Website accessibility? Link on website to accessibility</p> <p>Vulnerable Customers Policy to be developed</p> <p>Review of vulnerability flags and ease of viewing customer needs/ reasonable adjustments.</p> <p>Develop a customer service strategy - ICS accreditation</p> <p>Deliver campaign to publicise online accounts/digital</p>	<p><a href="https://www.bury.gov.uk/housing/housing-services">https://www.bury.gov.uk/housing/housing-services</a> DA Policy</p> <p><a href="https://www.bury.gov.uk/asset-library/nbpo0005-reasonable-adjustments-policy1.pdf">https://www.bury.gov.uk/asset-library/nbpo0005-reasonable-adjustments-policy1.pdf</a></p> <p><u>Housing Register - Bury Council</u></p> <p>DA and Safeguarding policy approved and publicised.</p> <p>Hate crime policy as part of ASB policy – as part of ASb accreditation may be separated. Asked for google translate to be uploaded onto website - this is with Co-porate Comms team as a webpage improvement to be made.</p>	<p>Clair e Rog an/ Kimberley Partridge</p>

<p>services if required</p>	<p>instructions on how to use each option.</p> <p>We offer regular drop-in sessions and one-to-one workshops via our engagement team to support tenants who need help accessing online services, including setting up accounts, navigating the portal, and submitting requests.</p> <p>Accessibility support is available on request—tenants are informed that we can arrange digital support, translation services, and reasonable adjustments during sign-up and through all communications.</p> <p>When we identify customers with specific needs we implement vulnerability flags which ensure colleagues are aware of any</p>	<p>awareness session to wider cohorts.</p>		
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	<p>adjustments they need to make to service delivery.</p> <p>We have policies to support vulnerable customers such as the ASB Policy, Reasonable Adjustments Policy, Safeguarding Policy, these are published on our webpage.</p> <p>We accommodate requests for appointments outside of normal working hours and at locations to suit the customer. Neighbourhood teams deliver this, repairs do not other than emergency response. This is a question that has been picked up on the ICS customer service accreditation tenant survey.</p> <p>We provide support to customers to use our on line reporting forms</p>			
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	which is also endorsed by the contact centre			
2.1.4 Registered providers must allow tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services.	Process to be supported by a representative or advocate is in place	Permission to discuss form is discussed at sign up and at any appropriate time of the tenancy – this is incorporated into the Complaints policy and will be part of the vulnerable tenants policy. Draft tenants handbook to incorporate this and is also part of the data cleanse survey.	<a href="#">Complaints Policy</a> <a href="#">Allocation Policy</a>	Clair e Rog an
<b>1.3 Engagement with tenants</b>				
Registered providers must take tenants' views into account in their decision-making about how landlord services are delivered and communicate how tenants' views have been considered.				
<b>Specific Expectations</b>	<b>Compliance and Evidence</b>	<b>Actions required to ensure/ improve compliance</b>	<b>Assurance</b>	<b>Owner</b>

<p>2.2.1 Registered providers must give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.</p>	<p>We have established a Housing Advisory Board (HAB) within the council's formal governance structure, with links to Cabinet. HAB provides strategic oversight and ensures tenant voice influences decisions. The Tenants' Voice Forum (TVF) sits under HAB and meets monthly. It reports regularly to HAB and is currently involved in reviewing our repairs service and complaints handling approach. To strengthen TVF's capability, we have engaged TPAS to deliver training and support, building skills for effective scrutiny and influence. We are developing a formal tenant scrutiny process that will report</p>	<p>Develop TVF's role and skill set to deliver robust scrutiny.</p> <p>Refresh the tenant scrutiny programme with clear reporting lines to HAB.</p> <p>Strengthen recruitment and representation for TVF and TRAs.</p> <p>Enhance visibility of engagement outcomes through digital dashboards and KPI's.</p>	<p>TSMs Satisfaction landlord listens to tenants views and acts on them</p> <p>TSM Satisfaction landlord listens and keep tenants informed about what matters most to them</p> <p>Wordnerd report on tenant feedback</p>	<p>Claire Rogan</p>
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	<p>findings to HAB, ensuring structured and transparent oversight.</p> <p>□ We support Tenant and Resident Associations (TRAs) and are reviewing how their views feed into service delivery and local decision-making.</p> <p>Engagement is embedded through:</p> <ul style="list-style-type: none"><li>• Regular estate action days and estate walkabouts by housing officers.</li><li>• Customer satisfaction surveys, including TSMs and transactional surveys for repairs, complaints, and ASB. Insights from these</li></ul>			
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	<p>surveys inform strategy, policy, and service improvements.</p> <p>Examples of tenant influence include:</p> <ul style="list-style-type: none"><li>• Complaints policy review</li><li>• Repairs service review</li><li>• Caretaking and cleaning service improvements</li></ul> <p>Transparency is maintained regular reporting to governance boards.</p>			
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<p>2.2.2 Registered providers must assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.</p>	<ul style="list-style-type: none"> <li>• We actively assist tenants who wish to implement tenant-led activities that influence and scrutinise strategies, policies, and services, including neighbourhood initiatives. <ul style="list-style-type: none"> <li>□ Examples of tenant-led engagement and influence include: <ul style="list-style-type: none"> <li>• <b>Tenants' Voice Forum (TVF):</b> <ul style="list-style-type: none"> <li>○ Monthly online meetings reviewing key areas such as the Complaints Handling Process and Repairs Service.</li> <li>○ Participation in policy reviews and co-production of</li> </ul> </li> </ul> </li> </ul> </li> </ul>	<p>Formalise and publish the tenant scrutiny process with clear reporting to HAB. Strengthen recruitment and representation for TVF and TRAs. Enhance visibility of tenant-led outcomes through digital dashboards and newsletters.</p>	<p>TVF meeting minutes and HAB reports.</p> <p>Training records and TPAS programme outcomes.</p> <p>Estate action day logs and photos.</p> <p>Annual engagement report and Tenant Engagement Tracker.</p> <p>Consultation records and "You Said / We Did" updates.</p> <p><a href="https://www.bury.gov.uk/housing/housing-services/neighbourhoods/get-involved">https://www.bury.gov.uk/housing/housing-services/neighbourhoods/get-involved</a></p> <p><a href="https://www.tpas.org.uk/tpas-events/training-and-events">https://www.tpas.org.uk/tpas-events/training-and-events</a></p>	<p>Claire Rogan/ Kim RD</p>
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	<p>TSM targets for 2025–26.</p> <ul style="list-style-type: none"><li>○ Creation of briefing notes for bi-monthly Housing Advisory Board (HAB) meetings.</li></ul> <ul style="list-style-type: none"><li>● <b>Housing Advisory Board (HAB):</b><ul style="list-style-type: none"><li>○ Bi-monthly meetings with three tenant representatives receiving performance data and service updates.</li></ul></li><li>● <b>Tenant and Resident Associations (TRAs):</b><ul style="list-style-type: none"><li>○ Regular face-to-face tenant meetings to raise local issues, plan</li></ul></li></ul>			
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	<p>and deliver community projects.</p> <p><b>Community Grant Panel:</b></p> <p>Tenant representation to make decisions on Community grant applications</p> <ul style="list-style-type: none"><li>• Tenant Engagement Team empower, train and support tenants to give them the relevant skills to lead on running meetings, groups, community centres, and manage volunteers. Agendas set from tenant's feedback and local issues identified in the community, invite in guest speakers', i.e.</li></ul>			
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	<p>waste management to provide advice on bins.</p> <p><b>Neighbourhood and Community Activities:</b></p> <p>Weekly estate walkabouts leading to tenant-led litter-picking groups and Action Groups (e.g., Milltown and Townside).</p> <p>Monthly estate action days organised in response to feedback.</p> <p>Environmental improvements initiated by tenants (e.g. bulb planting, garden tidy days alleyway clean-ups).</p> <p>ASB Days of Action in partnership with GMP and council colleagues.</p>			
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	<p><b>Tenant Empowerment and Training:</b></p> <p>Engagement team provides training and support for tenants to lead meetings, manage community centres, and run volunteer groups.</p> <p>Annual training programme including accredited courses, digital skills, scam awareness, in partnership with Bury Adult Learning and Age UK.</p> <p>TPAS-led tenant training to strengthen scrutiny capability.</p> <p><b>Consultations and Co-Design:</b></p> <p>Roofing scheme consultation at Moorfield with TRA involvement.</p>			
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	<p>TVF co-produced TSM targets and Volunteer Networking Event attendees contributed to corporate vision: <i>Satisfied Tenants, Quality Homes, United Communities.</i></p> <p><b>Community Events and Social Value:</b></p> <p>Tenant groups organise annual fun days, seasonal events, coffee mornings, and raise funds through raffles and donations.</p> <p>Donations from contractors and suppliers as part of social value commitment, e.g Winter Warmer Packs, competition prizes.</p> <p><b>Insight and Reporting:</b></p>			
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	<p>Regular customer satisfaction surveys (TSMs, transactional surveys for repairs, complaints, ASB).</p> <p>Annual tenant engagement report showcasing tenant-led initiatives.</p> <p>Monthly Tenant Engagement Tracker monitoring involvement and activities.</p> <p>Recent creation of a Readers Panel for reviewing policies.</p> <p>Tenant Focus Group reviewing Communications</p> <p>Monthly newsletters, IL newsletters, social media updates, and push messages.</p>			
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	<ul style="list-style-type: none"><li>• TVF create briefing note for bi-monthly HAB meeting</li><li>• Annual Tenant &amp; Volunteers Network Event held and participated in developing corporate statement/vision: <i>Satisfied Tenants, Quality Homes, United Communities</i></li><li>• TVF co-produced the TSM target for 25-26</li><li>• Consultations: Roofing scheme at Moorfield, TRA met the Clerk of Works, TLO and contractors to raised issues and address concerns effectively and timely, providing regular updates to wider scheme</li><li>• ASB Days of Action Whitefield - partnership working with GMP and wider Council colleagues to address tenant concerns and discuss ginnel closure</li><li>• Tenant led off the back of walkabouts and</li></ul>			
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	<p>feedback from the local community Environmental improvements in Chesham neighbourhood</p> <ul style="list-style-type: none"><li>• Back alleyway clean-up Ainsworth Rd</li></ul> <p>ASB Clean up Day Whitefield Road, joint initiative with GMP</p> <ul style="list-style-type: none"><li>• Tenant Groups and volunteers organise and hold a variety of annual events including Fun Days, mini clean-up days, seasonal events and parties, breakfast clubs, coffee mornings, and raise their own funds through raffles, donations, social value donations from contractors and public bodies and organise and promote the numerous activities within IL schemes and community centres; including bingo, chair based exercises, social and educational skills based activities, environmental projects,</li></ul>			
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	<p>gardening projects, tidy-up days.</p> <ul style="list-style-type: none"><li>• Annual training programme including accredited courses to upskill and increase workability. Close partnership working with Bury Adult Learning. Hold specific training on digital skills, scam awareness and educational sessions</li><li>• TPAS led tenant training</li><li>• Surveys carried out on Annual Report 24-25 and IL service review</li><li>• Production of annual tenant engagement report, to showcase amazing work tenants do in local areas</li><li>• Recent creation of Readers Panel</li><li>• Monthly newsletter articles, IL newsletter, social media posts and push messages</li><li>• Monthly Tenant Engagement Tracker monitor involvement and tenant-led activities</li></ul>			
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	<ul style="list-style-type: none"> <li>Review of quarterly TSM performance feedback</li> </ul>			
<p>2.2.3 Registered providers must provide accessible support that meets the diverse needs of tenants so they can engage with the opportunities in 2.2.1 and 2.2.2.</p>	<p>We provide accessible support tailored to diverse tenant needs so they can fully engage with opportunities to influence and scrutinise services.</p> <p>Our Tenant Engagement Team includes a dedicated manager and three engagement officers who offer flexible support—whether for local activities like estate action days or for formal roles within the Tenants’ Voice Forum (TVF) and Housing Advisory Board (HAB).</p> <p>□ We ensure tenants have the background information and context needed to influence decisions and scrutinise services. This includes:</p>	<ul style="list-style-type: none"> <li>Launch and maintain the training tracker for all tenant representatives.</li> <li>Expand digital inclusion support for tenants with limited IT skills.</li> <li>Increase proactive outreach to underrepresented groups to ensure equitable access.</li> </ul>	<ul style="list-style-type: none"> <li>Training records and TPAS programme outcomes.</li> <li>Engagement strategy document.</li> <li>Meeting packs and briefing notes for TVF and HAB.</li> <li>Tenant Engagement Tracker showing support provided.</li> </ul>	<p>Claire Rogan/Kim RD</p>

	<ul style="list-style-type: none"><li>• Pre-meeting briefing packs and background reading.</li><li>• Dedicated sessions within meetings to explain topics and decisions.</li><li>• Ongoing one-to-one support for TVF and HAB members.</li></ul> <p>We have a Tenant Engagement Strategy that sets out our approach to inclusive engagement and support.</p> <p>We offer a training programme (including accredited courses) to build skills and confidence for tenant representatives. This includes TPAS-led training, digital skills,</p>			
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	<p>scam awareness, and community leadership. We are developing a training tracker to monitor tenant participation and progress, ensuring equal access to opportunities and identifying further support needs.</p>			
<p>2.2.4 Registered providers must support tenants to exercise their Right to Manage, Right to Transfer or otherwise exercise housing management functions, where appropriate</p>	<p>Bury has a long established TMO, Springs Tenant management co-operative. A comprehensive agreement is in place with the TMO covering all aspects of delegated and retained responsibilities. We have not received any further requests from tenants to exercise their Right to Manage but would support any applications.</p>	<p>Review November 2026 – vote to tenants</p>	<p>Management agreement in place. Reports to HAB on performance – In folder Monthly meetings in place with Springs.</p>	<p>Claire Rogan</p>
<p>2.2.5 Registered providers, working with tenants, must</p>	<p>We regularly consider ways to improve and tailor our services working with customers. Examples include;</p>	<p>Repairs review Complaints review Scrutiny programme Reasonable adjustments</p>		<p>Claire Rogan</p>

<p>regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement. They must implement changes as appropriate to ensure services deliver the intended aims.</p>	<ul style="list-style-type: none"> <li>• Introduction of CX push messages to provide information, consult and update on services, and increased engagement on tenant focus groups.</li> <li>• Introduction of Independent Living newsletters, providing targeted communications for scheme specific issues and updates and paper copies available.</li> </ul>			
<p>2.2.6 Where a registered provider is considering a change in landlord for one or more tenants, or a significant change in management arrangements, it must consult affected tenants</p>	<p>We have not had any changes in landlord or any changes in management arrangements over the last year.</p> <p>Report to Cabinet on closure of Six Town Housing Ltd – is now agreed. Next steps - will require consultation with the tenants of SIX Town</p>	<p>STH Ltd closure</p>	<p><a href="#">Cabinet Report</a> and <a href="#">minutes</a> Briefing for Commercial Board</p>	<p>Esme Davies</p>

<p>on its proposals at a formative stage and take those views into account in reaching a decision. The consultation must: a) be fair and accessible b) provide tenants with adequate time, information and opportunities to consider and respond c) set out actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term ) demonstrate to affected tenants how the consultation responses have been taken into account in reaching a decision</p>	<p>Housing on the stock transfer for their homes and tenancies to another RP</p> <p>We are going to procure a professional Housing Consultant to manage the process.</p>			
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<b>1.4 Information about landlord services</b>				
Registered providers must communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account.				
<b>Specific Expectations</b>	<b>Compliance and Evidence</b>	<b>Actions required to ensure/ improve compliance</b>	<b>Assurance</b>	<b>Owner</b>
<p>2.3.1 Registered providers must provide tenants with information about the:</p> <p>a) available landlord services, how to access those services, and the standards of service tenants can expect</p> <p>b) standards of safety and quality tenants can expect homes and communal areas to meet</p> <p>c) rents and service charges that are payable by tenants</p> <p>d) responsibilities</p>	<p>At sign-up, customers receive comprehensive information on how to access services via the website, phone, or online. This includes details on repairs expectations rights and responsibilities highlighted in the Tenancy agreement. Further details will be in the draft tenant Handbook, once finalised.</p> <p>Information about our services, how to access them and the standards to expect are available on our website.</p> <p>Performance information is readily available and provided on our website and in our annual report and customer newsletter.</p> <p>HAB also receive performance</p>	<p><b>Sterile Policy needed</b></p> <p><b>Tenancy Agreement in place for all tenants and discussed at sign up</b></p> <p><b>Rent change letters sent March each year but service charges don't currently feature in its entirety. Review of SC in the next 2 years</b></p>		<b>Kimberley Partridge</b>

<p>of the registered provider and the tenant for maintaining homes, communal areas, shared spaces and neighbourhoods .</p>	<p>information and discuss what this means for our customers. The Complaints Policy is available on the website and arrangements for making a complaint can be found in the documentation given out at sign up. Customers can make a complaint through online, via telephone, social media, email or satisfaction surveys, or in person during a visit???</p> <p><b>Move in</b> At sign up customers are informed of the standard their home should meet when it is let to them – this is our void standard.</p>	<p><b>Post let inspection form should document this.</b> <b>Works raised in QL</b></p> <p><b>Sign up pack and sterile policy (once created?)</b></p> <p><b>Annual visit working group established to ensure relevant data is being pulled into reporting.</b> Report from QL on Tenancy Visits</p>		
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	<p>They are also provided with information on gas and electrical safety checks and a turn on and test is carried out on the day the property is let. We also check all smoke alarms with the customer and show them how they operate. If they live in a building with a communal area they are provided with additional information about the health and safety specific to living in the building and about the communal areas.</p> <p><b>Living in the property</b> We carry out annual tenancy checks on all our tenancies – part of these health checks ensures</p>	<p>Work towards 'Post void guarantees' are in place so customers are aware what work will be completed after they move into the property</p>		
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	<p>our homes are safe to live in and have no outstanding repairs. Our staff take an eyes wide open approach on all visits and report any concerns they have about the safety of the home.</p> <p><b>Investment programme and repairs</b></p> <p>Where choices are available to customers, e.g. improvement programme, tenants are consulted on an individual basis. This also includes leaseholders as part of section 20 consultation, so they can feed into the procurement process and ensure we are achieving value for money.</p>			
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	<p>Tenant liaison officers are used on all investment schemes to ensure a high level of communication with customers is in place and they are fully up to date on all works relating to their property.</p> <p>b) Information about rents and service charges are provided at sign up and information is provided on an annual basis in March each year on any increases or decreases to rent and service charges.</p> <p>c) Responsibilities for Bury Housing Services and the customer are made clear in the tenancy agreement and other documentation provided at sign up, and on the website. Communal</p>			
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	cleaning service standards have been developed based off tenant's feedback – the offer was doubled. This is publicised with a tenant friendly version of the new grounds maintenance programme.			
2.3.2 Registered providers must provide tenants with accessible information about tenants' rights in respect of registered providers legal obligations and relevant regulatory requirements that registered providers must meet in connection with the homes, facilities or landlord services they provide to tenants. This	<p>a) <b>Requirement to provide a home that meets the decent homes standard</b> –</p> <p>b) <b>Safety in your home</b> – information on website covering all aspects of safety in the home. Home safety is also covered in sign up pack.</p> <p>c) <b>Rights conferred on tenants by their tenancy agreement</b> and are covered in the tenancy agreement and sign up pack. The tenancy agreement is given to customers ahead of the sign up so they have an opportunity</p>	<p>Amend website site to include accessible information on;</p> <p>e) Decent homes requirement – include in the repairs and investment policy. Safety concerns and issues can also be reported on the website.</p> <ul style="list-style-type: none"> <li>• Homes for human habitation</li> <li>• Rights of disabled customers to reasonable adjustments</li> </ul>		<b>Simon Blundell/Boe Haslam</b>

<p>must include information about;</p> <p>a) the requirements to provide a home that meets the government's Decent Homes Standard</p> <p>b) the registered providers obligation to comply with health and safety legislation</p> <p>c) the rights conferred on tenants by their tenancy agreements including rights by statute and/ or common law, in particular;</p> <p>i) the right to have a home that is fit for human habitation; and</p> <p>ii) the right to receive notice of a proposed visit to carry out</p>	<p>to review it and ask questions ahead of the sign up. The sign up pack also includes a guide to the tenancy which explains the tenancy and rights in simpler language. The website also includes key details of key tenancy rights and obligations including more details on policy and procedure. The tenancy agreement clearly states that the customer has the right to receive notice of a proposed visits to carry out repairs and maintenance or to view the condition and state of repair of the premises.</p> <p>d) <b>The rights of tenants to reasonable adjustments</b></p>	<p><b>Check that the right to reasonable adjustment to the home is potentially in the tenancy agreement.</b></p> <p><b>Website update required.</b></p>		
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<p>repairs or maintenance or to view the condition and state of repair of the premises. d) The rights of disabled tenants to reasonable adjustments.</p>				
<p>2.3.3 Registered providers must communicate with affected tenants on progress, next steps and outcomes when delivering landlord services.</p>	<p>Customers are able to contact us</p> <ul style="list-style-type: none"> <li>• in person by visiting our reception between 9am – 5pm Monday to Friday or through a home visit from an officer</li> <li>• by telephone to our customer service centre 9.00am – 5pm Monday to Friday</li> <li>• In writing by email or letter</li> </ul> <p>All contacts are recorded in our CRM,</p>	<p>Develop customer service standards</p>		<p><b>Claire Rogan</b></p>

	<p>QL and the responsible officer has 5 working days to respond</p> <p>Different process then have different response times and processes in place to ensure customers are kept updated on progress, next steps and outcomes.</p> <p>Communications with tenants are delivered vis CX platform via SMS Email Or Letter, Home visit / face to face dependant on the communication preference. This is established via standard questions at first point of contact, at sign up, at tenancy visits, via the data cleanse annual survey.</p> <p>ASB process Repairs process as examples Complaints</p>			
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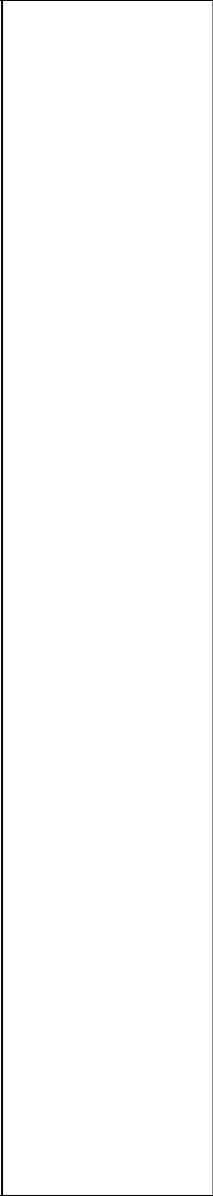
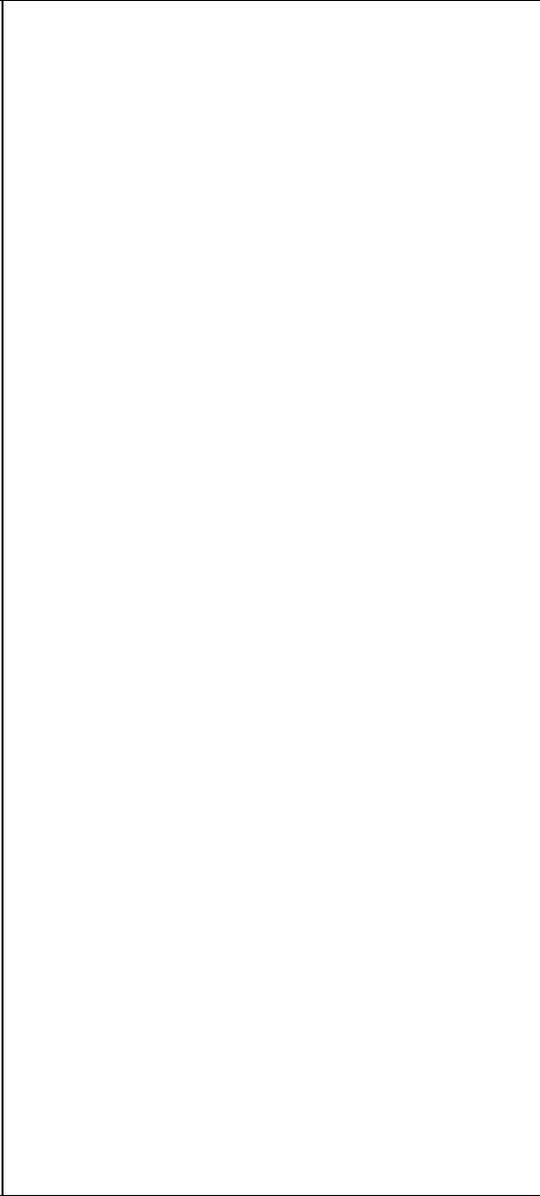
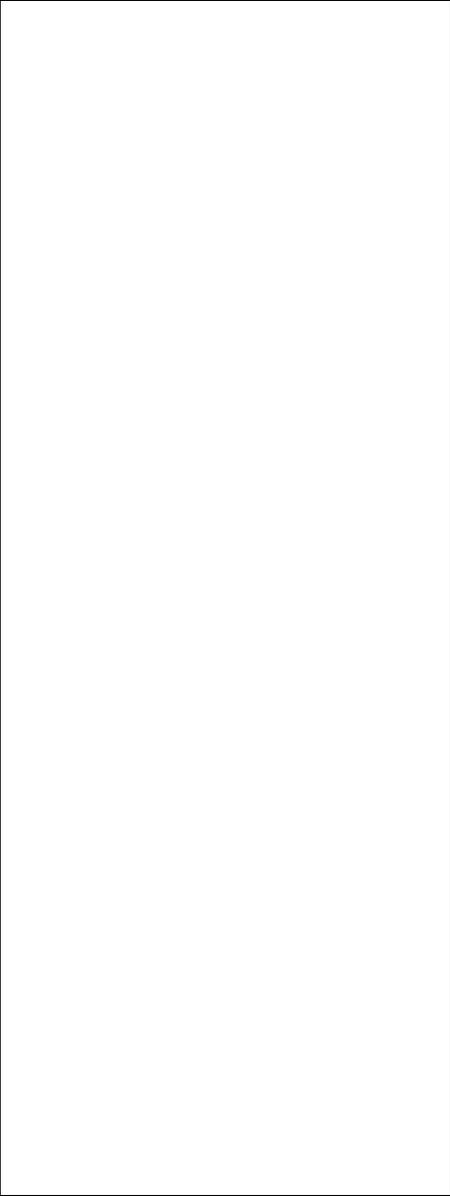
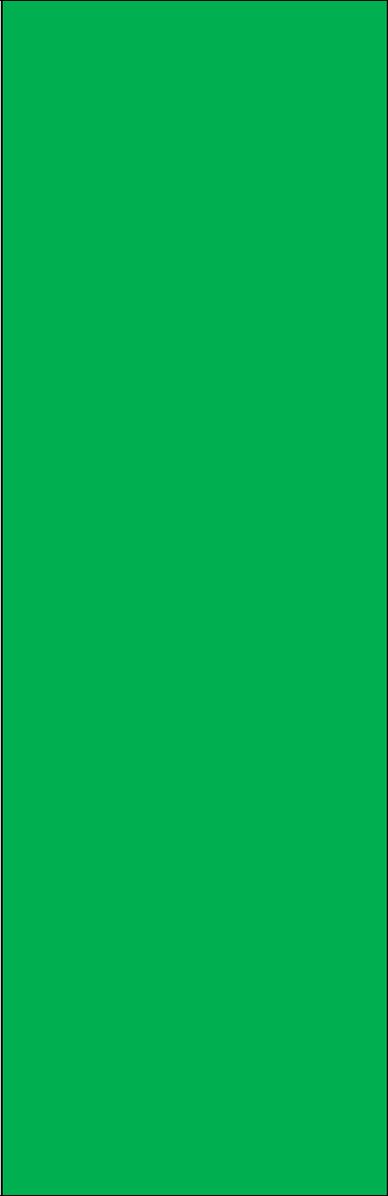
<p>2.3.4 Registered providers' housing and neighbourhood policies must be fair, reasonable, accessible and transparent. Where relevant, policies should set out decision-making criteria and appeals processes.</p>	<p>We have a range of housing and neighbourhood policies to enable us to manage our services in a fair and transparent manner including;</p> <ul style="list-style-type: none"> <li>• Allocations policy</li> <li>• ASB policy</li> <li>• Complaints Policy</li> <li>• Reasonable Adjustments Policy</li> <li>• Neighbourhood management Policy</li> </ul> <p>Our housing and neighbourhood policies are fair and reasonable and based on housing law, legislation, meet the regulatory standards and good practice.</p> <p>HAB have also scrutinised policy and</p>	<p>A number of policies need updating and adding to website Policy and Strategy Officer post commenced 2<sup>nd</sup> Feb will pick this up.</p>		<p><b>Claire Rogan</b></p>
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	<p>practice in the following areas;</p> <ul style="list-style-type: none"> <li>• ASB</li> <li>• Neighbourhood management</li> <li>• Complaints</li> </ul> <p>Where relevant policies set out where there is decision making criteria and if there is an appeals process.</p>			
<p>2.3.5 Registered providers must make information available to tenants about the relevant roles and responsibilities of senior level employees or officers, including who has responsibility for compliance with the consumer standards.</p>	<p>Session set up 14<sup>th</sup> Jan to take photos of team, paragraphs to be uploaded to webpage with photos.</p>			<p><b>Claire Rogan</b></p>

<b>1.5 Performance information</b>				
Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.				
<b>Specific Expectations</b>	<b>Compliance and Evidence</b>	<b>Actions required to ensure/ improve compliance</b>	<b>Assurance</b>	<b>Owner</b>
2.4.1 Registered providers must meet the regulator's requirements in relation to the tenant satisfaction measures set by the regulator as set out in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements.	Bury has reviewed its Performance Management Framework in line with the expectations of the Tenant satisfaction measures. The updated framework was reviewed and approved by the HAB in advance of measures formally being measured and monitored from 1 <sup>st</sup> April 2023.	<b>Internal training was delivered to Staff. STH board paper went as we hadn't transitioned at that point. Later on Campbel Tickel did HAB training to upskill on TSM and regulatory expectations.</b>	TSM submission June 25	Claire Rogan

<p>2.4.2 Registered providers must: a) collect and process information specified by the regulator relating to their performance against the tenant satisfaction measures. The information must be collected within a timeframe set by the regulator and must meet the regulator's requirements in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements b) annually publish their performance</p>	<p>a) The updated Performance Management Framework is effective from 1st April 2025. Operational measures are being reported to Housing Leadership Team on a monthly basis and HAB on a quarterly basis. Tenant perception surveys will be ongoing throughout 2025/26 –Feedback from the Tenant Perception surveys are being reviewed locally by service area managers, HLT on a monthly basis and HAB on a quarterly basis.</p> <p>b &amp; c) Bury is keeping a watching brief on confirmation for annual publication and submission of Tenant Satisfaction Measures data. Bury has a strong history of submitting regulatory returns.</p>	<p><a href="https://www.bury.gov.uk/asset-library/tenant-satisfaction-measure-reporting-2024-25-v2.3-002.pdf">https://www.bury.gov.uk/asset-library/tenant-satisfaction-measure-reporting-2024-25-v2.3-002.pdf</a></p>		<p>Claire Rogan</p>
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against the tenant satisfaction measures. This should include information about how they have met the regulator's requirements set out in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements. This information must be published in a manner that is timely, clear, and easily accessed by tenants; and c) annually submit to the regulator information specified by the regulator relating to their



<p>performance against those measures. The information must be submitted within a timeframe and in a form determined by the regulator</p>				
<p>2.4.3 In meeting 2.4.1 and 2.4.2 above, registered providers must ensure that the information is an accurate, reliable, valid, and transparent reflection of their performance against the tenant satisfaction measures.</p>	<p>TSM data is collected via a third party and the raw data is published on the website and in quarterly reporting to Leadership team and HAB.</p>			<p>Claire Rogan</p>
<p>2.4.4 Registered providers must provide tenants with information about:</p>	<p>a) Information provided on performance on;  - website  - HAB reports  - New section on Getting Involved</p>	<p><b>Embed new feedback mechanism on website and deliver any recommendations TPAS provide once they have reviewed the service,</b></p>	<p><a href="#">Browse meetings - Housing Advisory Board - Bury Council</a>  <a href="#">Get Involved - Bury Council</a>  <a href="#">Annual Report - Bury Council</a></p>	<p>Claire Rogan</p>

<p>a) how they are performing in delivering landlord services and what actions they will take to improve performance where required  b) how they have taken tenants' views into account to improve landlord services, information and communication  c) how income is being spent  d) their directors' remuneration and management costs.</p>	<p>website page; <b><i>listening to you, improving together</i></b>, to capture any changes or service improvements as a result of tenant voice suggestions</p>		<p><a href="#">Our Performance - Bury Council</a></p>	
<p><b>1.6 Complaints</b></p>				
<p>Registered providers must ensure complaints are addressed fairly, effectively, and promptly.</p>				
<p><b>Specific Expectations</b></p>	<p><b>Compliance and Evidence</b></p>	<p><b>Actions required to ensure/ improve compliance</b></p>	<p><b>Assurance</b></p>	

<p>2.5.1 Registered providers must ensure their approach to handling complaints is simple and accessible</p>	<p>2 stage complaints process in line with HOS Complaint Handling Code. Complaints can be made online, via telephone, in persons, social media, email etc.</p>	<p><b>Implement the recommendations from the Housemark accreditation review.</b></p>	<p>Annual report on complaint handling and Self-assessment against complaint handling code</p>	<p>Claire Rogan</p>
<p>2.5.2 Registered providers must provide accessible information to tenants about; a) how tenants can make a complaint about their registered provider b) the registered provider's complaints policy and complaints handling process c) what tenants can do if they are dissatisfied with the outcome of a complaint or</p>	<p>a)Details of how to make a complaint can be found on our website and in our sign up pack. b) The Complaints Policy is available on the website and arrangements for making a complaint can be found in the sign up pack c) all complaints correspondence inform customers what they can do if they are dissatisfied with the outcome of the complaint or how it was handled. Information about the housing ombudsman is included in all responses. d) Information provided to HAB on a six monthly basis.</p>	<p><b>Implement the Housemark recommendations.</b></p>	<p>Annual report on complaint handling and Self-assessment against complaint handling code – Submission to HOS</p>	<p>Claire Rogan</p>

<p>how a complaint was handled d) the type of complaints received and how they have learnt from complaints to continuously improve services.</p>				
<p><b>2.6 Self-referral</b></p>				
<p><b>Specific Expectations</b></p>	<p><b>Compliance and Evidence</b></p>	<p><b>Actions required to ensure/ improve compliance</b></p>	<p><b>Assurance</b></p>	<p><b>Owner</b></p>
<p>2.6.1 Registered providers must communicate in a timely manner with the regulator on all material issues that relate to non-compliance or potential non-compliance with the consumer standards</p>	<p>We communicate with the regulator in a timely manner and self-refer where we believe we have an issue or potential issue of noncompliance.</p>			<p><b>Sian Grant</b></p>

Neighbourhood and Community Standard				
1.1 Safety of shared spaces				
Registered providers must work co-operatively with tenants, other landlords and relevant organisations to contribute to the upkeep and safety of shared spaces associated with their homes				
Specific Expectations	Compliance and Evidence	Actions required to ensure/ improve compliance	Assurance	Owner
1.1 Registered providers must work co-operatively to assist in resolving issues affecting the upkeep and safety of the shared spaces associated with their homes.	<p>We work co-operatively with across other council departments and services including Public Protection, Public Service Leadership team meetings and Place Operations to resolve issues with shared areas and general upkeep of our estates and neighbourhoods.</p> <p>We have an on-going commitment to ensuring our neighbourhoods and communal areas are maintained to a high standard of cleanliness and tidiness through the delivery of our Grounds Maintenance of SLA and through our caretaking and cleaning service.</p>	<p>Both contacts Monitoring of Grounds Maintenance and Caretaking and Cleaning Service</p> <p>Grounds Maintenance Action plan</p> <p>Publicised GM programme and cleaning standard.</p>	<p>See above</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">             Woodhill walkabout            action plan 25.docx         </div> <div style="text-align: center;">             communal cleaner            inspection 1 2026.pdf         </div> </div> <p>Mins from meeting.</p> <p><a href="https://www.bury.gov.uk/housing/housing-services/your-home/your-tenancy/grounds-maintenance-service-agreement">https://www.bury.gov.uk/housing/housing-services/your-home/your-tenancy/grounds-maintenance-service-agreement</a></p> <p>We have draft leaflet/ Poster for GM to go live once recruited completed. Posters in</p>	Kimberley Partridge

			blocks already which cleaners sign once works complete.	
			 <p>Retro Blue Yellow Attention Poster.pdf</p>	
<b>1.2 Local co-operation</b>				
Registered providers must co-operate with relevant partners to promote social, environmental and economic wellbeing in the areas where they provide social housing.				
Specific Expectations	Compliance and Evidence	Actions required to ensure/ improve compliance	Assurance	Owner
2.1.1 Registered providers, having taken account of their strategic objectives, the views of tenants and their presence within the areas where they provide social housing, must: a) identify and communicate to tenants the roles registered providers play in promoting social, environmental and	<p>We are committed to ensuring our neighbourhoods are places that people feel proud of and want to live in. <b>Kim RD to insert a paragraph on tenant consultations and scrutiny exercises and co production of Policies.</b></p> <p>Trailing of the Live Well and Neighbourhood working model from Whitefield – this is a regional (GM) scheme.</p>	<p>Publish policies on our website.</p> <p>Examples of tenants involve in influencing and developing policy. Tenancy Policy – Consultation</p> <ul style="list-style-type: none"> <li>ASB Policy – Consultation</li> <li>Walk abouts – identify environmental issues :-</li> </ul>	<p><a href="https://www.bury.gov.uk/housing/housing-services/your-home/your-tenancy">https://www.bury.gov.uk/housing/housing-services/your-home/your-tenancy</a></p>	Kimberley Partridge

<p>economic wellbeing and how they will achieve them; and  b) co-operate with local partnership arrangements and the strategic housing function of local authorities where they are able to assist them in achieving their objectives.</p>	<p>The older persons network is established in Bury with the aim to seek feedback and provide support to them as a result via a multi-agency approach.</p> <p>Community Safety Partnership – delivering safer summer/winter campaigns.</p> <p>Housing Service Policies.</p> <ul style="list-style-type: none"> <li>• Tenancy Management Policy</li> <li>• Anti-Social Behaviour, Hate Crime and Domestic Abuse Policy.</li> <li>• Safeguarding policy</li> <li>• Tenant engagement strategy</li> <li>• Grounds Maintenance SLA including trees</li> <li>• SLA for communal cleaning</li> </ul> <p>We consult with our Tenants Voice Forum, Housing Advisory Board and wider engagement framework before introducing any new or revised policies or strategies.</p> <p><b>Need examples of this</b></p> <p>We have an on-going</p>	<p>Actions in spreadsheet for monitoring?  Kim RD is this process now in place.</p> <p>Supportive collection team offer welfare benefits advice and financial inclusion support to tenants from hubs across the borough.</p> <p>Consulted on both Safeguarding and Domestic Abuse Police. I have asked Isobel to add to Website</p>		
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	<p>commitment to ensuring our neighbourhoods and communal areas are maintained to a high standard of cleanliness and tidiness through the delivery of our Grounds Maintenance of SLA and through our caretaking and cleaning service.</p> <p>Our neighbourhoods team also undertake regular estate walkabouts with local residents and other partners. We hold regular estate action days to help keep our estates in good condition.</p> <p>We have a section of our website dedicated to how we can help our residents and tenants</p> <p><a href="#">Advice and support - Bury Council</a></p> <p>We also have a link to the Bury Directory</p> <p><a href="#">Health, Wellbeing and Lifestyle   Bury   Bury Directory</a></p> <p>These can help with</p> <ul style="list-style-type: none"><li>• Support with cost of living</li></ul>			
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	<ul style="list-style-type: none"><li>• Local support and resources</li><li>• Wellbeing</li><li>• Managing money and finances</li><li>• Supporting customers to keep safe</li><li>• Work and skills opportunities</li><li>• Community grants and funding</li></ul> <p>There is also a section where customers can report a concern about their neighbours, their neighbourhood, their building or their estate.</p> <p><a href="#">Your council neighbourhood - Bury Council</a></p> <p>As key service we are an integral partner in Bury and Greater Manchester and are represented at all levels in the partnership structure.</p>			
<b>1.3 Anti-social behaviour and hate incidents</b>				

Registered providers must work in partnership with appropriate local authority departments, the police and other relevant organisations to deter and tackle anti-social behaviour (ASB) in the neighbourhoods where they provide social housing.				
Specific Expectations	Compliance and Evidence	Actions required to ensure/ improve compliance	Assurance	Owner
<p>2.2.1 Registered providers must have a policy on how they work with relevant organisations to deter and tackle ASB in the neighbourhoods where they provide social housing.</p>	<p>Bury has a comprehensive ASB Policy</p> <p>We are members of Bury's Community Safety Partnership. We are committed to taking a joined-up, multi-agency approach to tackling the root causes of ASB which can be complex and wide ranging.</p>	<p>Good Neighbour Policy – in drafts went to SLT October.</p> <p>ASB action plan - Kim P link- sent 08/12/25</p> <p>Improve reporting to HAB on ASB, DA and hate Crime</p> <p>Tenant involvement/ influence on our approach to ASB given low level of satisfaction and reporting</p> <p>Improve recording ASB due to very low level of ASB per 1000 properties</p> <p>Housemark ASB accreditation - ongoing</p>	<p>TSM satisfaction with ASB</p> <p>TSM ASB cases per 1000 properties</p> <p><a href="#">ASB Presentation</a></p> <p><a href="#">2.2.1 Cllr Briefing note ASB Update 25.11.25.docx</a></p> <p>ASB Action plan documents actions associated to this.</p> <p><a href="#">2.2.1 Target Hardening List Dec 2025.docx</a></p>	<p>Kimberley Partridge</p>

<p>2.2.2 Registered providers must clearly set out their approach for how they tackle and deter hate incidents in neighbourhoods where they provide social housing.</p>	<p><a href="#">Hate crime - Bury Council Support for victims of hate crime - Bury Council</a></p> <p>Bury's approach to how we tackle and deter hate crime is set out clearly on its website</p>	<p>ASB action plan</p> <p>Improve reporting to HAB on ASB, DA and hate Crime</p> <p>ASB accreditation</p> <p>Training for Hate Crime in October 2025</p> <p>ASB refresher training provided November 2025</p> <p>Implement the Housemark recommendations.</p>	<p>TSM satisfaction with ASB</p> <p>TSM ASB cases per 1000 properties</p>	<p>Kimberley Partridge</p>
<p>2.2.3 Registered providers must enable ASB to be reported easily and keep tenants informed about the progress of their case</p>	<p>Customers are able to report ASB 24 hours a day, 7 days a week through our call centre and can use a variety of means to report ASB including;</p> <ul style="list-style-type: none"> <li>• Online</li> <li>• Telephone</li> <li>• Text (hearing impaired)</li> <li>• Email</li> <li>• Website</li> </ul> <p>We risk assess with tenants creating an action plan with</p>	<p>ASB action plan</p> <p>Improve reporting to HAB on ASB, DA and hate Crime</p> <p>Improve recording ASB due to very low level of ASB per 1000 properties</p> <p>Recent ASb refresher training has taken place – internal /external.</p>	<p>TSM satisfaction with ASB</p> <p>TSM ASB cases per 1000 properties</p>	<p>Kimberley Partridge</p>

	<p>agreed communication routes/times. This is documented in the policy.</p>	<p>Implement the Housemark recommendations</p>		
<p>2.2.4 Registered providers must provide prompt and appropriate action in response to ASB, having regard to the full range of tools and legal powers available to them.</p>	<p>We risk assess with tenants creating an action plan with agreed communication routes/times. This is documented in the policy</p> <p>We have a Management Move policy to support those at high risk</p> <p>Provide targeting hardening</p> <p>We utilise tools such as injunctions and eviction. The team have recently been trained on CPW and CPNs</p>	<p>ASB action plan</p> <p>Improve reporting to HAB on ASB, DA and hate Crime</p> <p>ASB accreditation</p>		<p>Kimberley Partridge</p>

<p>2.2.5 Registered providers must support tenants who are affected by ASB, including by signposting them to agencies who can give them appropriate support and assistance</p>	<p>We carry out a risk assessment and action plan with every case.</p> <p>Bury's approach is to always support victims to remain their own homes by providing swift/proportionate application of the ASB tools and powers available and through target hardening measures such as additional door locks, lighting etc. We make use of noise monitoring equipment and CCTV to support witness evidence.</p> <p>DA Training Provided Oct 2025 And rep for DA meetings such as MARAC meetings. We are also represented at the Bury Council DA board.</p> <p>If support needs are identified, we sign post where needed or provide tenancy support.</p>	<p>Improve reporting to HAB on ASB, DA and hate Crime</p> <p>ASB accreditation</p> <p>Link to relevant support</p> <p>Implement Housemark recommendations in relation to case management and signposting tenants to agencies and what the offer is.</p>	<p>Minutes from MARAC</p> <p><a href="#">Training on DA</a></p> <p><a href="https://www.bury.gov.uk/asset-library/cwpo002-cctv-policy.pdf">https://www.bury.gov.uk/asset-library/cwpo002-cctv-policy.pdf</a></p>	<p>Kimberley Partridge</p>
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<b>1.4 Domestic abuse</b>				
Registered providers must work co-operatively with other agencies tackling domestic abuse and enable tenants to access appropriate support and advice.				
<b>Specific Expectations</b>	<b>Compliance and Evidence</b>	<b>Actions required to ensure/improve compliance</b>	<b>Assurance</b>	<b>Owner</b>

<p>2.3.1 Registered providers must have a policy for how they respond to cases of domestic abuse.</p>	<p>The councils approach to domestic violence and abuse is set out on its website.  <a href="#">Domestic violence and abuse - Bury Council</a></p> <p>We have 0.5 FTE role dedicated to DA. There role is to attend meetings and manage high risk cases</p> <p>We are represented at Bury Councils DA board.</p> <p>Bury Council Housing Services DA policy complete October 2025</p>	<p>DA accreditation</p>		<p>Kimberley Partridge</p>
<p>2.3.2 Registered providers must co-operate with appropriate local authority departments to support the local authority in meeting its duty to develop a strategy and commission services for victims of domestic abuse and their children within safe accommodation</p>	<p>We are members of a number of groups both at a strategic and operational level. These include the Community Safety Partnership, DA board, Safeguarding board for children and Adults.</p> <p>DA Training delivered in October 2025 and also on safeguarding (provided by Adult Care) in November 2025</p>	<p><b>DA policy Working with Housing Options</b></p>	<p><b>Minutes from meetings</b></p>	<p>Kimberley Partridge</p>

	We have 0.5 FTE role within housing dedicated on liaising with partners to safeguard our tenants.			
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Tenancy Standard				
1.1 Allocation and lettings				
Registered providers must allocate and let their homes in a fair and transparent way that takes the needs of tenants and prospective tenants into account.				
Specific Expectations	Compliance and Evidence	Actions required to ensure/ improve compliance	Assurance	Owner
2.1.1 Registered providers shall co-operate with local authorities' strategic	The council has a strategic tenancy policy which sets out our tenancy policies.	Annual Lettings Report and CORE lettings analysis to HAB	<a href="#">Strategic Tenancy Allocations Policy</a> - Bury Council	Kimberley Partridge

<p>housing function and assist local authorities to fulfil their duties to meet identified local housing needs. This includes assistance with local authorities' homelessness duties, and through meeting obligations in nominations agreements.</p>	<p><a href="#">Strategic Tenancy Policy - Bury Council</a></p> <p>Our Allocations Policy clearly sets out how we allocate our properties and our lettings policy.</p> <p>The allocations policy can be found on our website along with links to how to bid for a property and how to join the housing register.</p> <p><a href="#">Finding a council home - Bury Council</a></p> <p>We work to support the council to reduce homelessness and we contribute to a number of homelessness prevention schemes including providing a number of dispersed properties to support with temporary accommodation. We also support Children's Services to transition care leavers into permanent accommodation by providing a direct let to all care leavers.</p> <p>We also have a tenancy policy which sets out our approach to tenancy management</p>			
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	<a href="#">Policies and Strategies - Bury Council</a>			
2.1.2 Registered providers must seek to allocate homes that are designated, designed, or adapted to meet specific needs in a way that is compatible with the purpose of the housing.	All homes are let through Bury Home Options. Those designed or designated or adapted to meet a specific need are though medical priority need or let to people meeting the criteria for those properties.	Annual Lettings Report and CORE lettings analysis to HAB		Kimberley Partridge
2.1.3 Registered providers shall develop and deliver services to address under-occupation and overcrowding in their homes. These services should be focused on the needs of their tenants.	Our approach o under and over crowding is set out in our strategic tenancy policy <a href="#">Strategic Tenancy Policy - Bury Council</a>  Bury addresses under occupation through its Tenant Incentive Scheme which incentivises those occupying homes that are too large for their needs to downsize to a smaller property. <a href="#">Tenant Incentive Scheme - Bury Council</a>	Annual Tenancy Visits Tenant Incentive scheme	<a href="#">Report to Housing Leadership Team</a>	Kimberley Partridge

	<p>Bury addresses overcrowding through tis banding on the housing waiting list. Due to the shortage of family sized accommodation in our stock we also encourage people to explore mutual exchanges and other housing providers,.</p> <p>Tenancy visits process h asks questions around continuing suitability of the home including under occupation and overcrowding.</p>			
2.1.4 Registered providers must take action to prevent and tackle tenancy fraud	<p>All reports of tenancy fraud, including subletting and abandonments are investigated by our housing management team and Bury Councils fraud team</p> <p><a href="#">Housing fraud - Bury Council</a></p>	<p>Provide annual training and quarterly meetings</p> <p>Training complete October 2025</p>	Training slides saved in folder.	Kimberley Partridge
2.1.5 Registered providers must have a fair, reasonable, simple and accessible appeals process for allocation decisions.	<p>A review process is included in our allocations policy and sets out the reasons an applicant can make an appeal and the timescales for the appeal.</p>	Allocations Policy	<a href="https://www.bury.gov.uk/asset-library/bury-allocations-policy-2025-v3.pdf">https://www.bury.gov.uk/asset-library/bury-allocations-policy-2025-v3.pdf</a>	Kimberley Partridge
2.1.6 Registered providers must	<p>We record all lettings and sales on CORE</p>		David Gilpin to provide report	Kimberley Partridge

<p>record all lettings and sales as required by the Continuous Recording of Lettings (CORE) system.</p>				
<p><b>1.2 Tenancy sustainment and evictions</b></p>				
<p>Registered providers must support tenants to maintain their tenancy or licence. Where a registered provider ends a tenancy or licence, they must offer affected tenants advice and assistance.</p>				
<p><b>Specific Expectations</b></p>	<p><b>Compliance and Evidence</b></p>	<p><b>Actions required to ensure/ improve compliance</b></p>	<p><b>Assurance</b></p>	<p><b>Owner</b></p>
<p>2.2.1 Registered providers must provide services that support tenants to maintain their tenancy or licence and prevent unnecessary evictions.</p>	<p>Bury view eviction as a last resort and all our front line teams are committed to helping customers to sustain a successful tenancy.</p> <p>Our housing officers have small patches that enable them to provide support to tenants to help them to sustain their tenancies.</p> <p>Bury has a range of policies that support tenants to maintain their tenancy, including: Tenant support strategy</p>	<ul style="list-style-type: none"> <li>• Vulnerable Customers' Policy - Not got yet</li> <li>• Training on Tenancy Support, strategy needs reviewing</li> <li>•</li> </ul>		<p>Kimberley Partridge</p>

	<p>Tenancy management policy Arrears Collection policy Reasonable Adjustment policy Complaints</p> <p>In addition, our Income collection team have specialist officers equipped to offer support to our customers to reduce debt, maximise their income and complete Universal Credit applications. - Ask Abbie Smith</p>			
<p>2.2.2 Registered providers must provide tenants required to move with timely advice and assistance about housing options before the tenancy or licence ends.</p>	<p>Bury's allocations policy outlines a range of options available to tenants who wish to move including:</p> <ul style="list-style-type: none"> <li>• Through the housing register (CBL).</li> <li>• By mutual exchange. <b>draft</b></li> <li>• By transfers.</li> <li>• By downsizing. Tenant incentive scheme</li> <li>• By a management move (exceptional circs.). In draft</li> </ul> <p>Tenants wishing to move can access clear and relevant advice about their housing</p>	<p>Need a lettings policy or clearer policy on housing options for tenants</p>		<p>Kimberley Partridge</p>

	options. This advice is provided via the Homelessness and Housing Advice team and through our housing officers. Tenants are also signposted to other housing providers where appropriate. - on website			
<b>1.3 Tenure</b>				
Registered providers shall offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock.				
They shall meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements or terms of occupation.				
Specific Expectations	Compliance and Evidence	Actions required to ensure/improve compliance	Assurance	Owner
2.3.1 Registered providers shall publish clear and accessible policies which outline their approach to tenancy management,	a) Bury has a Tenancy Policy clearly sets out the type of tenancies that we will grant; our use of starter tenancies; how we support customers to sustain their tenancy and for preventing and tackling tenancy fraud.	Add in policies		Kimberley Partridge

<p>including interventions to sustain tenancies and prevent unnecessary evictions, and tackling tenancy fraud, and set out:</p> <p>(a) The type of tenancies they will grant.</p> <p>(b) Where they grant tenancies for a fixed term, the length of those terms.</p> <p>(c) The circumstances in which they will grant tenancies of a particular type.</p> <p>(d) Any exceptional circumstances in which they will grant fixed term tenancies for a term of less than five years in general needs housing following any probationary period.</p> <p>(e) The circumstances in which they may or may not grant another tenancy on the expiry of the fixed term, in the</p>	<p>Bury has a range of policies that outline our approach to Tenancy Management and support our tenants to sustain their tenancy including:</p> <p>a) All new Bury Council tenants receive a secure tenancy</p> <p>b) We do not currently use fixed-term tenancies for our housing stock.</p> <p>c) Not applicable</p> <p>d) Not applicable</p> <p>e) Not applicable</p> <p>f) Not applicable</p> <p>g) Not applicable</p> <p>h) Not applicable</p> <p>i) Bury has a Succession and Assignment Policy allows for the granting of discretionary succession rights where applicable.- draft</p>			
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<p>same property or in a different property.</p> <p>(f) The way in which a tenant or prospective tenant may appeal against or complain about the length of fixed term tenancy offered and the type of tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term.</p> <p>(g) Their policy on taking into account the needs of those households who are vulnerable by reason of age, disability or illness, and households with children, including through the provision of tenancies which provide a reasonable degree of stability.</p> <p>(h) The advice and assistance they will give to tenants on</p>				
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<p>finding alternative accommodation in the event that they decide not to grant another tenancy.</p> <p>(i) Their policy on granting discretionary succession rights, taking account of the needs of vulnerable household members</p>				
<p>2.3.2 Registered providers must grant general needs tenants a periodic secure or assured (excluding periodic assured shorthold) tenancy, or a tenancy for a minimum fixed term of five years, or exceptionally, a tenancy for a minimum fixed term of no less than two years, in addition to any probationary period.</p>	<p>All general needs tenants have a secure tenancy. We do not use fix term tenancies.</p>			<p>Kimberley Partridge</p>
<p>2.3.3 Before a fixed term tenancy ends,</p>	<p>Not applicable as we do not used fixed term tenancies</p>			<p>Kimberley Partridge</p>

<p>registered providers shall provide notice in writing to the tenant stating either that they propose to grant another tenancy on the expiry of the existing fixed term or that they propose to end the tenancy.</p>				
<p>3.3.4 Where registered providers use probationary tenancies, these shall be for a maximum of 12 months, or a maximum of 18 months where reasons for extending the probationary period have been given and where the tenant has the opportunity to request a review.</p>	<p>See Tenancy Agreement and Tenancy Policy</p>		<p><a href="https://www.bury.gov.uk/housing/housing-services/your-home/your-tenancy/your-tenancy-agreement">https://www.bury.gov.uk/housing/housing-services/your-home/your-tenancy/your-tenancy-agreement</a></p>	<p>Kimberley Partridge</p>
<p>2.3.5 Registered providers shall grant those who were social housing tenants on the day on which section</p>	<p>Bury Council's current tenant agreement meets the requirements of the standard.</p>			<p>Kimberley Partridge</p>

<p>154 of the Localism Act 2011 comes into force, and have remained social housing tenants since that date, a tenancy with no less security where they choose to move to another social rented home, whether with the same or another landlord. (This requirement does not apply where tenants choose to move to accommodation let on Affordable Rent terms).</p>				
<p>2.3.6 Registered providers shall grant tenants who have been moved into alternative accommodation during any redevelopment or other works a tenancy with no less security of tenure on their return to settled accommodation.</p>	<p>This is delivered through Bury Council's Decant/Management Move Policy, whereby a tenant retains security of tenure at their original home as a secure tenant.</p>	<p>Add policy</p>		<p>Kimberley Partridge</p>

<b>1.4 Mutual exchange</b>				
Registered providers must support relevant tenants living in eligible housing to mutually exchange their homes.				
<b>Specific Expectations</b>	<b>Compliance and Evidence</b>	<b>Actions required to ensure/ improve compliance</b>	<b>Assurance</b>	<b>Owner</b>
2.4.1 Registered providers must offer a mutual exchange service which allows relevant tenants potentially eligible for mutual exchange, whether pursuant to a statutory right or a policy of the registered provider, to easily access details of all (or the greatest practicable number of) available matches without payment of a fee.		Mutual Exchange policy Under review	<a href="#">Mutual exchange - Bury Council</a>	Kimberley Partridge
2.4.2 Registered providers must publicise the availability of any mutual exchange service(s) it offers		Home Swapper is publicised through the Housing Officer and online	<a href="https://www.bury.gov.uk/housing/housing-services/find-a-home/mutual-exchange">https://www.bury.gov.uk/housing/housing-services/find-a-home/mutual-exchange</a>	Kimberley Partridge

to its relevant tenants.				
2.4.3 Registered providers must provide support for accessing mutual exchange services to relevant tenants who might otherwise be unable to use them.	Tenants who do not have access to the internet can easily access the service by speaking to a member of staff at our call centre, or they can contact and arrange an in-person appointment with a member to staff.			Kimberley Partridge
2.4.4 Registered providers must offer tenants seeking to mutually exchange with information about the implications for tenure, rent and service charges.				Kimberley Partridge

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# Compliance Assessment Summary

- This document sets out our self-assessment against the consumer standards with the aim of identifying gaps and areas for improvement.
- The RAG ratings below reflect the current, evidence-based position, following Governance review and alignment with improvement activity set out in the accompanying slide deck.

# RAG Rating Definitions

RAG	Description
	Substantial non-compliance with improvement work needed
	Partial compliance with improvement work needed
	Full compliance (in some cases strengthening work proposed)

# Safety & Quality – Safety in Service Design

Overall Assessment: Amber

- Strong statutory controls and operational processes are in place. Amber ratings reflect the need to improve consistency, evidencing

Requirement	RAG	Summary
1.1 Stock quality	● Amber	Accurate stock condition data held for the majority of homes, with a defined programme and governance oversight to achieve full coverage.
1.2 Decency	● Amber	Decency standards largely met; access issues and evidencing of outcomes prevent a full Green rating at this stage.
1.3 Health and safety / Building Safety	● Amber	Robust statutory compliance regimes (gas, electrical, fire, asbestos, water, lifts). Further work underway to strengthen end-to-end evidencing, particularly for damp, mould and vulnerability-led mitigation and remedials.
1.4 Repairs, maintenance and planned maintenance	● Amber	Repair timescales are defined and communicated and safety-critical repairs prioritised. Inconsistent delivery and customer communication mean Amber remains appropriate.
1.5 Adaptations	● Green	Clear, pathways for supporting tenants needing adaptations, strong partnership working and appropriate allocation of adapted stock.

# Safety & Quality – Safety in Service Design

## Areas of Partial Compliance

- Consistency of repairs delivery against published timescales
- Evidencing of health & safety mitigation actions
- Handling and recording no-access cases
- Consistent use of vulnerability data in service delivery
- Tracking and monitoring remedials and risk-based progress.

# Transparency, Influence and Accountability

Overall Assessment: Amber

Governance, scrutiny and tenant influence are well established. Amber reflects improvements still required to evidence consistency and outcomes, not absence of engagement or accountability.

Requirement	RAG	Summary
2.1 Fairness and respect	● Amber	Policies, EDI governance and reasonable adjustments in place. Further work required to evidence outcomes consistently across services. Development of vulnerable tenant policy is required. Deliver ICS recommendations once review concludes.
2.2 Tenant engagement & influence	● Amber	Active HAB and TVF with meaningful influence. Under-representation of some cohorts and consistency of outcome tracking prevent a Green rating. Work with TPAS to improve engagement offer / strategy and embed tenant scrutiny throughout the service.
2.3 Information about landlord services	● Amber	Information is available across channels. Improvements needed in clarity, accessibility and consistency of updates.
2.4 Performance information (incl. TSMs)	● Amber	Assurance mechanisms exist (governing statements, sign-off boxes, portfolio scrutiny HAB scrutiny). Documentation and audit trail not yet fully consistent across all products.
2.5 Complaints	● Amber	Fully compliant with HOS Complaint Handling Code, strong governance and learning evidenced. Need to implement Housemark recommendations.
2.6 Self-referral	● Green	Clear escalation routes and evidence of timely, appropriate self-referral where required.

# Transparency, Influence and Accountability

## Areas of Partial Compliance

- Consistency of documented approval/sign-off of performance data
- Clear recording of member scrutiny and approval
- Demonstrating the impact of tenant engagement (“you said, we did”)
- Develop vulnerable Tenant policy
- Deliver on Complaint Housemark recommendations
- Strengthen Engagement offer and tenant led service scrutiny – work with TPAS and implement recommendations
- Deliver on Institute of Customer Service recommendations

# Neighbourhood and Community Standard

Overall Assessment: Amber

Strong partnership working and community engagement. Amber reflects service consistency and outcome-evidence gaps rather than ineffective delivery.

Requirement	RAG	Summary
<b>3.1 Safety of shared spaces</b>	● Amber	Systems in place for estate management and inspections. Greater consistency of recording and follow-up required.
<b>3.2 Local co-operation</b>	● Amber	Good partnership working with internal and external agencies; evidence of outcomes needs strengthening.
<b>3.3 ASB and hate crime</b>	● Amber	Policies and processes in place. Low reporting levels and satisfaction scores indicate need for improved confidence and visibility. Deliver on Housemark Accreditation recommendations
<b>3.4 Domestic abuse</b>	● Amber	Policies, partnerships and training in place; further work needed to demonstrate consistent outcomes and assurance.

# Neighbourhood and Community Standard

## Areas of Partial Compliance

- Recording and evidencing outcomes from ASB and community interventions
- Demonstrating tenant confidence and satisfaction
- Consistency of follow-up and assurance reporting
- Deliver on ASB House mark Accreditation recommendations

# Tenancy Standard

Overall Assessment: Amber

- Core tenancy management arrangements are compliant. Amber reflects service delivery consistency rather than fundamental gaps.

Requirement	RAG	Summary
	 Green	Transparent, policy-led allocations with core compliance demonstrated.
	 Amber	Strong prevention focus; improvements needed in consistency of support and outcome evidence.
	 Amber	Secure tenancy framework in place; clarity and communication of tenure pathways could be strengthened.
	 Amber	Service available and promoted; accessibility and outcome monitoring require improvement.

# Tenancy Standard

## Areas of Partial Compliance

- Evidencing tenancy sustainment outcomes
- Consistency in mutual exchange support and monitoring

# Overall Self-Assessment Conclusion

- No areas are currently assessed as Red
- Amber ratings reflect managed risk and improvement activity, not unmanaged failure
- Clear routes to Green are defined and aligned with improvement plans and accreditation recommendations.
- The Housing Service demonstrates regulatory awareness, governance control and an improvement trajectory. The focus is now on consistency, evidencing impact and embedding assurance.

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