

AGENDA FOR
HOUSING ADVISORY BOARD



Contact: Chloe Ashworth
Direct Line: 01612535132
E-mail: C.Ashworth@bury.gov.uk
Web Site: www.bury.gov.uk

To: All Members of Housing Advisory Board

Councillors : D Green, B Ibrahim, E FitzGerald, A Arif,
J Roith and M Walsh

Dear Member/Colleague

Housing Advisory Board

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

Date:	Tuesday, 28 July 2026
Place:	Boardroom, 6KP
Time:	5.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTERESTS

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

The minutes from 09th June 2026 are attached for approval.

4 ACTION TRACKER *(Pages 11 - 16)*

The action tracker and revised HAB Terms of Reference are attached.

5 TENANT ENGAGEMENT AND TENANT VOICE REPORT *(Pages 17 - 20)*

Report attached.

6 DRAFT HOUSING STRATEGY *(Pages 21 - 110)*

Report from Jackie Summerscales, Strategic Housing Delivery Manager attached.

7 ANNUAL COMPLAINT HANDLING REPORT AND SELF ASSESSMENT AGAINST THE COMPLAINT HANDLING CODE *(Pages 111 - 186)*

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

8 DECENT HOMES AND STOCK CONDITION ASSURANCE *(Pages 187 - 192)*

Report from Boe Halam, Head of Housing Property attached.

9 QUARTERLY PERFORMANCE UPDATE *(Pages 193 - 236)*

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

10 REPAIRS REVIEW UPDATE *(Pages 237 - 250)*

Report from Simon Blundell Head of Repairs & Maintenance.

Minutes of:	HOUSING ADVISORY BOARD
Date of Meeting:	9 June 2026
Present:	Councillor A Arif (in the Chair) Councillors E FitzGerald, D Green, B Ibrahim, J Roith and M Walsh
Also in attendance:	Kate Waterhouse, Executive Director (Strategy & Transformation), Boe Haslam, Head of Housing Property, Kimberley Partridge, Head of Housing and Neighbourhood Services, Claire Rogan, Head of Performance, Assurance and Improvement, Kimberley Ryan-Dooner, Tenant Engagement Manager, Ben Tunnicliffe, Head of Housing Compliance, Amanda Mullen, Homelessness and Housing Manager, Ella Crookes, Independent Member, Bryan Simpson, Independent Member and Chloe Ashworth, Democratic Services.
Public Attendance:	1 Member of the public was present at the meeting.
Apologies for Absence:	Sian Grant, Director of Housing Esme Davies, Programme Manager, Housing.

1 APOLOGIES

Apologies were received from Sian Grant, Director of Housing.

At this point the Chair wished to place on record her condolences to Stephen Walker's family. As one of our Tenant Representatives, Stephen was a valued and engaged member of the Housing Advisory Board from the start, providing constructive challenge and thoughtful analysis. He will be greatly missed.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF THE LAST MEETING

The following amendment was agreed: The assurances the Board made regarding a lack of tenant representation at the last Housing Advisory Board be noted.

The minutes of the last meeting held on 5th March 2026 were agreed as a correct record.

4 APPOINTMENT OF CORPORATE PARENTING CHAMPION

Councillor Walsh was appointed as the Corporate Parenting Champion for the Housing Advisory Board.

5 TENANTS VOICE FORUM UPDATE REPORT

The Board received an update from the Tenant Engagement Manager regarding the work of the Tenant Voice Forum.

Key areas highlighted included:

- Ongoing work to strengthen tenant engagement
- Feedback on communication standards and accessibility
- Requests for improved performance reporting clarity

Members noted that, following the sad and sudden passing of a valued Tenant Voice Forum and Housing Advisory Board member, recruitment has been prioritised as an urgent activity. As the Tenant Voice Forum is currently not quorate, formal meetings have been temporarily paused while a recruitment drive is underway, with the aim of having members in place by July.

To maintain tenant engagement and ensure continued progress against priority service areas, a series of themed tenant review groups have been established focusing on Repairs, Complaints, Tenancy and Communication. Each group will be tenant-led, with outcomes and updates reported to the Housing Advisory Board, ensuring tenant voice continues to inform service delivery and decision-making.

Members were advised that the TPAS desktop review is nearing completion, with findings due in June, followed by staff and tenant interviews. Recommendations to strengthen tenant engagement and scrutiny arrangements are expected by late August/early September, alongside an action plan to be monitored through Housing Advisory Board.

Updates were provided on ongoing scrutiny activity:

- Repairs: A tenant-led group is being established to co-design service improvements, including policy development, communication and timescales.
- Complaints: Previous scrutiny has improved accessibility, response quality and consistency, with further work progressing via a newly formed tenant complaints group and action plan.
- Tenancy: A tenant-led review of the ASB action plan will support delivery against Housemark recommendations.
- Communication: Improvements to messaging processes have been implemented, with further work planned on accessibility.

It was noted that accessibility remains an area for improvement across all review themes. Tenant communication also continues to be a recurring issue within complaints, and training is ongoing to improve use of CX systems. The forthcoming ICS survey is expected to identify further areas for development.

Performance reporting continues through newsletters, Housing Advisory Board reporting and the website, with a focus on developing easy-read formats. Tenant influence on policy development remains central, with priority areas including the Repairs Policy, Complaints Policy (including compensation), ASB Policy and No Access Policy. This reflects a shift towards co-production, with tenants involved from an early stage of policy development. Finally, Members noted that Tenant Voice Forum has reviewed performance against Tenant Satisfaction Measures and supported a more ambitious approach to target setting, recognising the need for continuous improvement as services transition and staffing structures are strengthened.

Members welcomed continued engagement activity and emphasised the importance of co-production with tenants.

It was agreed:

1. That the update be noted
2. That further work on tenant communications and reporting be supported

3. That tenant voice at the Housing Advisory Board is important and will be considered under the Terms of Reference item later on the agenda.

6 HOUSEMARK REVIEW FINDINGS AND NEXT STEPS

Members considered the report outlining the findings of the independent Housemark review of Bury Housing's complaints handling and anti-social behaviour services, together with the proposed improvement action plans.

It was noted that the review forms part of the Council's wider improvement journey, with a focus on strengthening compliance with regulatory standards, improving service delivery, and working towards potential future accreditation for both complaints and anti-social behaviour services. The review has also provided clarity on how services are reported, managed and monitored, and the processes required to ensure consistent delivery. In particular, Members noted the importance of strengthening a proactive approach to anti-social behaviour, including early intervention and prevention to reduce escalation.

Members noted that the review, commissioned in Autumn 2025 following the transition of services back in-house, was intended to provide an honest assessment of current practice against Housemark accreditation standards. While neither service was expected to meet accreditation at this stage, the review has identified key strengths, gaps and opportunities to improve consistency, customer experience and accountability.

Housemark found both services to be moving in the right direction, with strong leadership intent, updated policies and a clear focus on improving customer experience. However, this intent is not yet consistently reflected in operational practice, with a gap between service design and residents' experience.

Key cross-cutting findings included:

- Inconsistent application of policies and procedures
- Gaps in core case management disciplines
- Variable quality of communication
- Developing but not yet mature performance and assurance frameworks
- Resident experience not yet aligned with organisational ambition.

In relation to complaints handling, Members noted that while an appropriate framework is in place, there are inconsistencies in delivery, including insufficiently evidenced investigations, lack of clarity in responses, inconsistent capture of learning, and weaknesses in record keeping.

For anti-social behaviour services, the review identified more significant challenges, with services often operating reactively rather than proactively. Concerns included inconsistent risk assessment, limited structured case management, lack of early intervention, unclear case direction, and closure of cases without sufficient evidence of resolution or customer satisfaction.

The overall assessment concluded that, whilst the core components of effective services are in place, consistent delivery is not yet embedded and the service remains in a transitional phase rather than one of failure.

Members were advised that comprehensive and realistic improvement plans have been developed for both service areas, supported by strengthened performance management arrangements. It was noted that these plans are intended to be delivered over a 12-month period to allow new approaches to embed and demonstrate sustained improvement.

In response to a query from Councillor Green, it was confirmed that action plans and performance expectations are being embedded within service teams; however, engagement and sharing with Trade Union colleagues will be ensured as part of the implementation approach.

A further independent review will be commissioned in 12 months to assess progress.

It was agreed:

1. That the findings of the Housemark review be noted.
2. That the improvement action plans for complaints and ASB services be approved.
3. That progress against the action plans be reported to the Housing Advisory Board through more high level. Summary reports which identify the key actions that the Board needs to consider.

7

TEMPORARY ACCOMMODATION STRATEGY

Amanda Mullen, Manager for Homelessness and Housing Options, presented an overview of the Temporary Accommodation Strategy. The report outlined a three-year plan to deliver safe, secure and good quality temporary accommodation, reduce reliance on bed and breakfast provision, and manage increasing demand and associated costs across the borough.

Members were informed of the rising demand for homelessness services, the pressures on temporary accommodation, and the Council's approach to increasing supply through a range of delivery models, including leasing, property acquisition and partnership working.

Discussion took place on the following issues:

Provision for couples and older people:

In response to a question from Councillor Walsh, Members were advised that provision is available for couples, including through the "bed every night" offer, noting that a number of rough sleepers present as couples.

For older people, options include direct lets into sheltered accommodation, with voids being utilised where appropriate. Allocation is based on vulnerability, and access to sheltered accommodation is often the quickest route for those aged over 55. A person-centred approach is taken in all cases.

Impact of Renters' Rights and private rented sector:

Councillor FitzGerald raised the potential impact of Renters' Rights legislation and whether the current level of provision was appropriate.

It was reported that engagement with landlords has been positive, with some landlords ending leases to enable properties to be repaired and brought back into use as temporary accommodation. Officers noted that section 21 notices remain an ongoing pressure, particularly following the COVID-19 period.

Members were also advised that grant funding of approximately £1m over years two and three will support improvements to properties in disrepair.

Empty Homes Officers:

Councillor Green queried progress on recruiting Empty Homes Officers. Members were advised that two officers are in place, with processes typically taking 3–4 months to bring empty homes back into use.

Support for individuals with complex needs:

In response to a question from Councillor Ibrahim, it was confirmed that many individuals presenting as homeless have complex needs and, in some cases, may not be able to return home.

A multi-agency approach is adopted, with services working together to provide appropriate support packages and ensure suitable accommodation outcomes.

It was agreed that:

1. The Board noted the report.

8

COMPLIANCE ASSURANCE REPORT

Ben Tunnicliffe, Head of Housing Compliance, presented an overview of the Compliance Assurance Report. The report provided Members with an update on the work of the Housing Compliance Team across key safety areas, including fire safety, electrical safety, gas, asbestos, water hygiene and lift safety.

Members were advised that a dedicated Housing Compliance Team is now in place, with responsibility for ensuring compliance across these areas and providing a strengthened approach to governance and assurance.

Significant progress has been made in evidencing compliance actions, improving data quality, and introducing new systems, including RiskBase, to better track fire safety works and compliance activity.

Discussion took place on the following issues:

Fire safety and fire doors:

Councillor Green raised concerns regarding fire door replacement and overhaul works. Members were advised that a programme of fire door improvements is underway, including replacement of communal doors and upgrades to flat entrance doors, alongside ongoing inspection and maintenance arrangements.

Progress and data quality:

Members discussed the importance of understanding progress and having a clear breakdown of compliance activity. It was noted that previous issues with data quality, particularly around completion of actions, are being addressed through improved systems and a whole-team approach.

Officers acknowledged that some works had previously been assumed complete without sufficient recorded evidence, and this is now being rectified through improved tracking and reporting.

Tenant engagement and awareness:

Members highlighted the need to improve tenant awareness and engagement. Officers reported that plans are being developed for engagement activity, including targeted door knocking, to better inform tenants and support improved access and cooperation. Further work is also being undertaken with Legal Services to review access policies and procedures.

Voids and joined-up working:

Members were advised that the voids process is being strengthened through improved collaboration across services to ensure properties meet required standards before re-letting.

Decent Homes and stock condition:

It was noted that there had been 58 Decent Homes failures in the last financial year. Officers are working to ensure accurate completion data is recorded and confirmed.

Members were also informed that future works will incorporate hybrid elements and more sustainable utilities where possible.

Impact on tenants and communication:

Members emphasised the importance of clear communication with tenants, particularly where delays may occur in delivering works. Officers acknowledged that maintaining credibility with tenants depends on keeping them informed and managing expectations where timelines cannot be met.

Rent and tenant responsibilities:

Discussion took place regarding tenant responsibilities, including rent payments. It was suggested that further information could be provided to tenants, and that Chris Brown may be invited to a future meeting to present on the wider improvement plan.

It was agreed that:

1. The Committee noted the report and the progress made in strengthening compliance and governance arrangements.
2. Ben Tunnicliffe meet with Chris Brown, Head of Customer Support and Collections to discuss communications with residents regarding works.

9 PERFORMANCE UPDATE

Claire Rogan presented the year-end performance position for 2025/26, the proposed targets for 2026/27, and an update on the Housing Risk Register in line with the Regulator of Social Housing Sector Risk Profile. Members were advised that the service remains in a period of transition, with improving foundations alongside ongoing performance and assurance challenges.

The Committee noted that overall tenant satisfaction had improved, alongside strong performance in complaints handling and compliance, particularly in areas such as fire, gas and asbestos safety. However, a number of key service areas remain below target, most notably repairs performance, communication, and aspects of property condition.

Members discussed the continued pressures within the repairs service, including legacy backlogs, capacity issues and data quality improvements, which have contributed to reduced performance in non-emergency repairs. These issues were reflected within the Risk Register, where repairs delivery, disrepair and associated financial exposure remain high risks, although improvement activity is underway.

The Committee also considered financial pressures, noting increasing rent arrears alongside wider cost of living impacts on tenants. This was recognised as both a performance concern and a continuing risk to the sustainability of the service.

Data quality was highlighted as a significant cross-cutting issue, impacting both performance reporting and overall assurance. Members noted that while limitations remain, improvements

are being progressed through system transformation and strengthened governance arrangements.

In terms of governance and assurance, Members acknowledged that while appropriate frameworks are in place, further work is required to strengthen Board-level oversight and demonstrate effective scrutiny in line with regulatory expectations. Tenant voice was also identified as an area requiring further development, with improvement activity underway.

Members noted that performance targets for 2026/27 have been set at a stretching level to drive improvement and better align with sector benchmarks, supported by a revised and more focused set of performance indicators.

It was agreed:

1. Members noted the 2025/26 year-end performance position and associated challenges
2. Approved the proposed performance indicators and targets for 2026/27
3. Endorsed the key improvement priorities and areas of focus for the coming year
4. Reviewed the new suggested PI's highlighted in the target setting report.
5. Noted the current Housing Risk Register and overall assurance position
6. Endorsed the proposed approach to strengthening assurance frameworks, governance, and reporting

10

HOUSING ADVISORY BOARD TERMS OF REFERENCE

Chloe Ashworth, Assistant Democratic Services Manager presented the report on the annual review of the Housing Advisory Board Terms of Reference, outlining proposed updates to strengthen governance arrangements, clarify the role and functions of the Board, and support effective tenant engagement.

Members were advised that the revised Terms of Reference provide greater clarity on the purpose of the Board, its advisory role, and its position within the wider Council governance framework, while ensuring that tenant voice continues to be embedded at a strategic level.

During discussion, Members considered the proposed quorum arrangements and agreed that this should be strengthened to require the inclusion of at least one tenant representative to support the Board's co-production role and ensure appropriate tenant representation in decision-making.

Members supported the proposed updates overall and noted the importance of maintaining clear and robust governance arrangements as the Board continues to develop.

It was agreed that:

1. The quorum arrangements should be amended to include at least one tenant representative
2. Chloe Ashworth should circulate a revised version of the Terms of Reference reflecting this change
3. The Board supported the proposed Terms of Reference, subject to amendment, for onward approval

COUNCILLOR A ARIF
Chair

(Note: The meeting started at 5.00 pm and ended at 7.20 pm)

Housing Advisory Board Action Tracker

Meeting date	Agenda item	Action	Owner	Date by	Update
9 th June 2026	5 TVF update	Support further work on tenant communications and reporting	Head of Performance, Improvement and Assurance	30 th October 2026	Communication review group established
9 th June 2026	6 Housemark findings and next steps	Progress against actions plans to be reported to HAB through high level summary reports which industry key actions that the board need to consider	Director of Housing	28 th July 2026	Added to forward plan to report back to HAB in September and January.
9 th June 2026	8 Compliance Assurance Report	Head of Compliance to meet with Head of Customer Support and Collections to discuss communications with residents regarding compliance work	Head of Housing Compliance	30 th September 2026	Head of Housing Compliance has left Bury. New Head of Housing Compliance has been recruited. Action being followed up the Compliance Managers in the interim.
9 th June 2026	10 HAB Terms of Reference	Circulate Revised Terms of Reference to reflect changes discussed at the meeting	Assistant Democratic Service Manager	28 th July 2026	Revised terms of reference attached to minutes.

This page is intentionally left blank

HOUSING ADVISORY BOARD TERMS OF REFERENCE

1. Purpose

The Housing Advisory Board (HAB) is a non-executive advisory body established to:

- Provide strategic advice and assurance to the Cabinet Member for Housing
- Ensure that the voice of tenants and residents informs housing policy, service design and delivery
- Support continuous improvement in housing services in line with the Regulator of Social Housing Consumer Standards

The Housing Advisory Board operates alongside Overview and Scrutiny and does not replace its formal scrutiny function. The work of the Board may be subject to review by the Overview and Scrutiny Committee as part of its wider role in holding decision-making and advisory bodies to account.

2. Role and Functions

The HAB will act as a strategic advisory and co-production forum, and will provide:

2.1 Strategic Advice

- Provide input into the development and review of:
 - Housing Strategy
 - Homelessness Prevention Strategy
 - Asset Management Strategy
 - Tenant Engagement Strategy

2.2 Performance and Assurance

- Review and provide assurance on:
 - Compliance with Housing Regulatory Standards
 - Tenant Satisfaction Measures (TSMs)
 - Complaints handling performance
 - Building safety and regulatory compliance
 - Delivery of the Housing Revenue Account Business Plan

2.3 Tenant Voice and Engagement

- Ensure:
 - Tenant feedback is effectively captured and acted upon
 - Diverse tenant voices are represented
 - Co-design principles are embedded in service delivery

2.4 Service Delivery Oversight (Advisory)

- Consider performance relating to:
 - Repairs and maintenance

- Neighbourhood management
- Housing allocations and lettings
- Homelessness prevention

2.5 Pre-decision Input

- Provide early advice on key housing policies prior to Cabinet consideration

3. Membership

Membership of the Board will be as follows:

3.1 Core voting members:

- 5 Elected Members (to include 2 opposition members to sit on the Board)
- Cabinet member for Housing to Chair the Board – this would ensure that the Board would be assured that there is a clear connection between it and Cabinet.
- 4 Tenant members appointed from the wider tenant body (not more than one of which can be a leaseholder)
- 2 Independent Members – one of who should bring skills and experience related to housing, tenancy management and customer service and the other to bring skills and experience related to asset management, repairs and building safety.
- Officers attending on an ex officio basis (Director of Housing Operations, any Council officer as the HAB may require.)

Tenant and independent members will be recruited through an open and transparent process.

For tenant members, the positions will be advertised to the wider tenant body and any tenant who does not have an active Notice Seeking Possession, can apply for the role. Applications will be shortlisted and interviewed based on the tenant member role profile.

For independent members, the positions will be advertised on Greater Jobs and other platforms to attract suitable candidates. Applicants will be shortlisted and interviewed based on the tenant member role profile.

3.2 Co-opted Members

The Board may invite additional participants in a **non-voting advisory capacity** for specific items.

Substitutes are permitted for elected members in line with Council procedures.

3.3 Chairing Arrangements

- The Cabinet Member for Housing will chair the Board
- In their absence, a Chair will be elected from elected members present

4. Meetings

4.1 The Housing Advisory Board will meet every 2 months.

4.2 The date and timings of the meetings will be fixed in advance by the Council, as part of the agreed schedule of meetings.

4.3 Additional meetings may be convened at the request of the Chair, and with the agreement of the Council Leader.

4.4 The meeting will be Chaired by the Cabinet Member for Housing. In the absence of the Chair - A replacement Chair will be elected for the duration of the meeting from the Core Membership.

4.5 A quorum of three will apply for meetings of the Housing Advisory Board including at least one elected member and one **Tenant Representative (which includes Springs TMO)**.

4.6 Members will adhere to the agreed principles of the Council's Code of Conduct.

4.7 Declarations of Interest – Any personal, prejudicial or pecuniary interests held by members should be declared in accordance with the Councils Code of Conduct on any item of business at a meeting, either before it is discussed or as soon as it becomes apparent. Interests which appear in the Council Register of Interests should still be declared at meetings, where appropriate.

4.8 Decisions are to be taken by consensus. Where it is not possible to reach consensus, a decision will be reached by a simple majority of those present at the meeting. Where there are equal votes the Chair of the meeting will have the casting vote, there will be no restriction on how the Chair chooses to exercise his/her casting vote.

4.9 The Director of Housing Operations will act as the lead officer.

4.10 Workload – Work Programme to be determined annually by the Board.

4.11 The agenda and supporting papers shall be in a standard format and circulated at least five clear working days in advance of meetings.

4.12 The work of the HAB will be shared with all Councillors and, tenant organisations and placed on the Councils web site, minutes of the meetings will be shared with all members.

4.13 Meetings will be clerked by a representative of Democratic Services.

4.14 The Board may decide to establish short term task and finish groups to undertake specific pieces of work.

4.15 Members of the Board will be required to attend training to assist in undertaking the role as an advisory Board member.

5.1 Review of Terms of Reference

These Terms of Reference will be reviewed annually to ensure continued effectiveness.

February 2024
These terms and reference will be reviewed annually
Revised May 2025 and June 2026

Briefing Note

To	Housing Advisory Board
From	Kimberley Ryan-Dooner Tenant Engagement Manager
Subject	Tenant Engagement Update
Purpose	To provide an overview of Tenant Engagement Activities and Updates
Decision required	For information
Status	Not confidential

Purpose

This briefing provides an update on the progress being made to strengthen tenant influence across Housing Services, including findings from the TPAS review, the development of tenant scrutiny arrangements, and the recruitment of tenant representatives to the Housing Advisory Board. These developments support the creation of a more structured and effective approach to tenant engagement and assurance.

TPAS Tenant Engagement Review

Over the last few months, we've made positive progress in strengthening tenant engagement and creating more opportunities for tenants to influence services, challenge performance and shape future improvements. This work is being supported through our partnership with Tenant Participation Advisory Service (TPAS) who are currently reviewing our engagement arrangements and helping us build a stronger, more sustainable framework for tenant involvement.

TPAS recognised a genuine commitment across Housing Services to improving tenant engagement, with Heads of Service demonstrating support for tenant involvement and recognising the value that tenants bring to service improvement. The review also highlighted that we already have engaged tenants who are willing to give their time and share their experiences to help improve services.

The review has also helped us identify where we need to focus our efforts and provided some valuable challenge. It has reinforced the need for clearer engagement structures, stronger governance arrangements and a more phased approach that allows both staff and tenants to concentrate on a smaller number of priorities where tenant influence can have the greatest impact in a way that is meaningful and sustainable for tenants.

Key learnings and emerging themes

The TPAS review has identified several themes that will help shape our future approach to engagement, including:

- Developing a clear and transparent engagement framework.
- Focusing engagement activity around a small number of agreed priorities.
- Strengthening and developing of co-production and tenant scrutiny arrangements.
- Creating clearer links between tenant feedback, service improvement and decision-making.
- Increasing visibility and recognition of tenant involvement across housing services.

These recommendations support our plans to strengthen tenant engagement and make it more effective.

Development of Tenant Review Groups

Alongside the TPAS review, we have continued developing our tenant review groups. These groups are becoming an important way for tenants to provide feedback, challenge services and work with us to identify improvements across key areas such as complaints, repairs, anti-social behaviour and communications.

On 22 July, members of the Tenant Complaint Review Group will be learning more about the complaint handling process and contributing to our annual Complaint Handling Code self-assessment. This reflects our commitment to ensuring that tenants are involved not only in providing feedback, but in helping shape and scrutinise services.

Tenant representatives on HAB

I'm particularly pleased to share that we have successfully recruited two tenant representatives to join the Housing Advisory Board. This is a significant milestone and an important step in ensuring the tenant voice is embedded within our governance and assurance arrangements.

Over the coming months, we'll be working closely with the new representatives to provide training, development and support, helping them build the confidence and knowledge needed to participate fully and make a meaningful contribution. Our ambition is for them to begin attending HAB meetings from November.

Next steps

The final TPAS report will provide us with a clear roadmap for the next phase of our tenant engagement journey. Early recommendations include refreshing the Tenant Engagement Strategy, strengthening staff knowledge and skills around engagement, creating a more formal tenant engagement framework and ensuring that tenant scrutiny is embedded within service improvement and decision-making.

This work will take place over the next 18 to 24 months, but we are already seeing positive foundations being put in place. The direction of travel is clear: creating a simpler, more joined-up approach to engagement that gives tenants genuine opportunities to influence services and see the difference their involvement makes.

Overall, this is a positive update. We have engaged tenants, supportive colleagues, clear recommendations from TPAS and now tenant representation on HAB. Together, these developments provide a strong foundation for a more mature and meaningful approach to tenant engagement, ensuring that resident voices are heard, valued and acted upon.

This page is intentionally left blank

Report to	Housing Advisory Board
Date	29/07/2025
Agenda No. & Title	No. 6 Draft Bury Housing Strategy
Purpose of the Report	The purpose of the report is to consult Housing Advisory board on the draft Bury Housing Strategy and to discuss how to consult with tenants as part of the wider resident consultation on the strategy
Status	Information and discussion
Author	Jackie Summerscales
Report Contact	Jackie Summerscales J.A.Summerscales@bury.gov.uk
Appendices	Appendix 1 – Draft Bury Housing Strategy
Background Documents	Cabinet report on 3^{0th} June 2026 - agenda item CA.23 – Approval to undertake public consultation on a draft housing strategy for Bury
Recommendation/s	It is recommended that HAB; • note and discuss the draft Bury Housing Strategy • discuss how to consult tenants as part of the wider resident consultation
Corporate Plan Objective	☒ Satisfied Tenants ☒ Quality Homes ☒ United Communities
Risk Implications	H1 - Unsafe, insecure and non compliant Homes H2 - Unsafe, unsecure and non compliant tenancies H3 - Poor tenant satisfaction H4 - Increased Homelessness
Risk Controls and mitigations	The housing strategy sets out the strategic direction for housing Bury, providing a ten year framework to proactively address housing pressures and support wider community goals. The strategy aims contains key strategic objectives to be an excellent landlord, provide better homes and stronger places and to prevent homelessness and create pathways to stability which support the mitigation of the risks above.
Assets and Liabilities	The strategic supports the investment in council homes to ensure we continue to meet the decent homes standard and improve the quality

	of housing.
Resource Implications	There are no direct financial implications resulting from the adoption of the strategy.
Customer Impact	Consultation on the draft housing strategy directly supports the Council's corporate priorities by providing residents and stakeholders with the opportunity to influence policies that promote inclusive growth, improve health and wellbeing, and reduce inequalities. Meaningful and wide-ranging engagement helps to ensure that the strategy is evidence led, reflects local needs and aspirations, and aligns with the Council's overarching '<i>Let's Do It!</i>' vision. The new housing strategy will play a pivotal role in advancing these priorities by addressing the quality, affordability, and availability of housing across the borough to support the creation of healthier, more sustainable neighbourhoods.
EDI Implications	The consultation will be accessible to residents and stakeholders, including those with protected characteristics under the Equality Act 2010. Information will be provided in inclusive and accessible formats, such as easy read materials, hard-copy documents on request, and accessible digital content to ensure that people with disabilities, lower literacy levels or other access needs are able to participate meaningfully. The consultation will help identify any differential impacts of the strategy on specific groups. Engaging widely with residents, tenants, community groups, and representative organisations provides insight into how proposals may affect people of different ages, ethnicities, genders, and household types, as well as those with disabilities or experiencing socioeconomic disadvantage. Feedback gathered through the consultation will continue to inform the Equality Impact Assessment and support the development of a final strategy that is fair and inclusive. A full EQIA will be completed following consultation to support the development of the new strategy.
Sustainability and Environmental Implications	Delivery of a housing strategy can create environmental impacts through carbon intensive construction, increased energy use, loss of greenfield land, and greater transport related emissions. These can be mitigated by prioritising brownfield development, using low carbon materials, and adopting energy efficiency building standards. Careful site selection, climate resilient design such as sustainable drainage

	systems and flood avoidance, and strong public transport and active travel connections help reduce long-term environmental pressures. In addition, integrating biodiversity measures like tree planting and green infrastructure can help protect natural habitats.
Privacy/Data Protection	None as a result of the report
Colleague Impact	None as a result of the report
Stakeholder Communications and Reputational Impact	Consultation on the draft housing strategy directly supports the Council's corporate priorities by providing residents and stakeholders with the opportunity to influence policies that promote inclusive growth, improve health and wellbeing, and reduce inequalities. Meaningful and wide-ranging engagement helps to ensure that the strategy is evidence led, reflects local needs and aspirations, and aligns with the Council's overarching '<i>Let's Do It!</i>' vision. The new housing strategy will play a pivotal role in advancing these priorities by addressing the quality, affordability, and availability of housing across the borough to support the creation of healthier, more sustainable neighbourhoods.
Next Steps	The next steps are; • To carry out the public consultation on the strategy • Present a further report to Cabinet seeking approval of the final strategy and accompanying delivery plan including the findings and feedback from the consultation

This page is intentionally left blank

HOMES FOR BURY

Housing Strategy 2026–2036

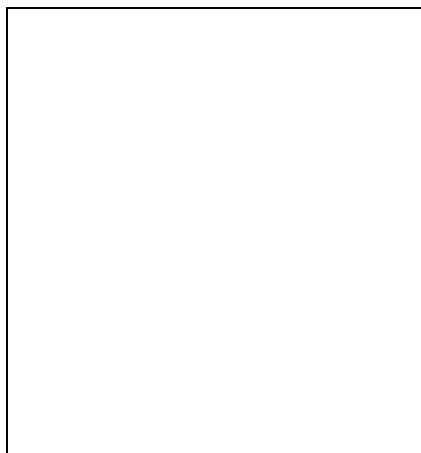
A Strategy for Housing Growth and Place Making Where Communities Can Thrive

Bury Metropolitan Borough Council

DRAFT

Welcome to Our Housing Strategy

Foreword



Housing plays a fundamental role in shaping people's lives in Bury, supporting health and wellbeing, enabling independence, and creating the conditions for strong, thriving communities.

Bury is a borough of ambition, character, and strong communities. Housing is fundamental to everything we want to achieve, from reducing inequality and improving health, to driving economic growth and creating places people are proud to call home.

This 10-year strategy sets a clear long-term direction for housing in Bury and a strong commitment to turning priorities into meaningful action through partnership working, accountability, and ongoing monitoring. It is rooted in robust evidence and shaped by engagement with residents, stakeholders, and partners, ensuring it reflects both housing need and lived experience. While we have made real progress, delivering new homes, regenerating our town centres, and supporting vulnerable residents, there is more to do, and this strategy sets a clear course for the decade ahead.

As a council, we are proud of our role as a landlord, committed to providing safe, high-quality homes and continuously improving services for our tenants. We will continue to invest in our homes and neighbourhoods to ensure they remain safe, well-managed, and fit for the future.

Operating within tight financial constraints, we must do more with less, and will prioritise partnership, innovation, and collaboration with Registered Providers, developers, investors, and communities to unlock delivery and make the best use of available resources.

Through the Team Bury approach, we will work together, we are focused on what matters most to residents and communities across the borough.

Bury is part of the Greater Manchester Combined Authority, working regionally to deliver more homes and stronger communities.

DRAFT

Acknowledgements

Bury Council would like to thank everyone who contributed to the development of the Homes for Bury Housing Strategy 2026-2036. In particular, we are grateful to the tenants and residents of Bury whose views, experiences, and priorities have helped shape the strategy.

We would also like to thank the officers and elected members of Bury Council who contributed their time, insight, and expertise throughout the process.

Thanks are extended to the following services, organisations, and stakeholder groups who participated in interviews, workshops, and engagement activity:

- Tenants and Residents of Bury
- Bury Council officers
- Bury Council elected members
- Team Bury partners
- Persona Care and Support
- Greater Manchester health and care partners
- Greater Manchester Combined Authority
- Homes England
- Registered Providers and housing association partners
- Developers and housebuilders
- Private rented sector landlords and letting agents
- Sales and lettings professionals
- Community safety partners
- Domestic abuse services and partners
- Specialist housing, supported housing, and care partners
- Employment, skills, and poverty reduction partners
- Voluntary, community, and social enterprise sector partners

Their input has helped ensure the strategy is grounded in local evidence, lived experience, and partner insight, and reflects the shared ambition to provide safe, affordable, and suitable homes where Bury's communities can thrive.

Contents

- 01** Our Borough, Our Vision, Our Objectives
 - 02** Achievements Since Our Last Strategy
 - 03** Accelerating the Delivery of Homes Bury Needs
 - 04** Town Centres as Engines of Growth and Opportunity
 - 05** Council Homes and Neighbourhoods to be Proud Of
 - 06** Supporting People to Live Well and Independently at Home
 - 07** Preventing Homelessness and Creating Pathways to Stability
 - 08** Shaping a Fair, Safe, and Stable Private Rented Sector
 - 09** Creating Sustainable, Healthy, and Thriving Neighbourhoods
 - 10** Delivering the Strategy
-

01 Our Borough, Our Vision, Our Objectives

This section sets out who lives in Bury, the housing challenges the borough faces, and the vision and strategic objectives that will guide our approach over the next ten years.

Who Lives in Bury and What Do They Need?

Understanding our communities and their needs is the foundation of this strategy. Bury is a borough of approximately 200,000 residents, growing steadily since 2011, with significant changes in the age profile, household composition, and affordability of housing.

The fastest-growing age group is those aged 50-64, up by around 10%. Owner occupation stands at 66.9%, above the England average of 63%. Private renters now make up 17-18% of households, up sharply over the last decade and approximately 15% of households live in affordable housing.

Together, these changes point to a borough where housing need is becoming more complex, with growing pressure on affordability, suitability, and choice across all tenures.

An Ageing Population Reshaping Demand

Bury is getting older, and faster than the national average. More older residents mean greater need for accessible, adaptable, and specialist homes, and for services that support independent living. We value our ageing population and want to work harder to help them.

A More Diverse, Changing Community

The borough is more ethnically diverse than a decade ago. Households are getting smaller and more people are living alone. This shifts demand towards smaller properties and different types of support.

Affordability Squeezing People Out

House prices and rents have risen faster than incomes. Fewer people can afford to buy. More are stuck in private renting or waiting for social housing, and the gap is widening.

The Housing Market: Gaps, Pressures, and Places

Demand for affordable and social housing far outstrips supply. The housing register is under sustained pressure, and more households are experiencing homelessness or living in temporary accommodation. Much of Bury's housing is Victorian or post-war stock, energy inefficient, hard to adapt, and not aligned with smaller households or those needing accessible homes.

Older households occupy large homes they cannot easily move from; other families are overcrowded. There is not enough of the right housing in the right places to enable movement. Bury is not one housing market, the borough spans very different places, each with its own pressures, opportunities, and character:

HNDA neighbourhood area, with towns / places incorporated	Median house price, 2024	Market headline
East Bury — Bury East, Moorside, Redvales; covers the eastern / town centre side of Bury	£165,000	Bury's most affordable and mixed-tenure market. Lowest median price, with relatively high levels of affordable housing and private renting, and a varied stock profile including smaller houses and flats.
North Bury — Ramsbottom, Tottington, North Manor, Elton	£230,000	A higher-value established owner-occupied market. Highest level of owner occupation and the lowest affordable housing share, with a stronger presence of larger homes and bungalows.
Prestwich — Prestwich, St Mary's, Sedgley; includes Prestwich Village NFA	£278,000	The highest-value and most pressured market. Strong demand and high prices create affordability challenges, particularly for first-time buyers and renters.
West and Radcliffe — Radcliffe, Radcliffe East, Radcliffe West, Radcliffe North and Ainsworth, Bury West	£180,000	A relatively affordable family and regeneration market. Prices are below the borough median, with a mixed tenure profile and a strong 3-bedroom housing offer.
Whitefield — Whitefield, Besses, Unsworth	£245,000	A higher-value suburban family market. High owner occupation, a strong 3-bedroom house offer, and affordability pressures compared with East Bury and Radcliffe.

The challenge is not just to build more homes, it is to build the right homes, in the right places, to reduce inequality and support every resident to live well.

Homes for Bury: Our Vision 2026-2036

'Working together to ensure everyone in Bury has access to a safe, affordable home that reduces inequalities, supports health and wellbeing, and creates strong, thriving communities.'

Our vision and objectives align with Bury's ambition to be a fairer, healthier, and more inclusive borough. Through the Let's Do It! Strategy and the Corporate Plan, we are focused on reducing inequalities, improving health and wellbeing, and supporting inclusive growth.

Our Five Strategic Objectives

Objective 1: Deliver more homes

Ensuring the right number and mix of new homes are built in the right places to meet current and future needs while creating sustainable, well-connected communities.

Objective 2: Improve quality, efficiency, and use

Raising standards across all homes, making them safer, warmer, and more energy efficient, while making better use of existing housing stock.

Objective 3: Enable access to homes that meet needs

Helping residents find and keep homes that are affordable, suitable, and support their independence, health, and wellbeing.

Objective 4: Prevent homelessness and create pathways

Taking a proactive and coordinated approach to prevent homelessness and ensure access to stable, appropriate housing at every stage of life.

Objective 5: Excellent landlord, better homes, stronger places

To be an excellent landlord by investing in high-quality council homes, improving the tenant experience, and reimagining estates as safe, sustainable, and thriving places where people are proud to live.

02 Achievements Since Our Last Strategy

Since our last housing strategy, Bury has made strong progress across a wide range of housing and community priorities. The borough has delivered new homes, increased affordable housing supply, brought empty homes back into use, strengthened work to prevent and respond to homelessness, improved specialist and supported housing options, supported community-led projects, and invested in the facilities and neighbourhood infrastructure that help communities thrive. Major regeneration schemes are also helping to reshape our town centres and neighbourhoods, creating stronger foundations for inclusive growth and better places to live.

New Homes and Regeneration

1,339 homes built 2020-2025	New homes delivered across the borough, laying the foundations for further growth.
384 affordable homes	Delivered across a range of tenures and sites across the borough.
£9.6 million site funding secured	External capital and revenue funding secured 2022-2025 to remediate brownfield sites and get them development ready.
6,440 homes ambition on strategic sites	Allocated through Places for Everyone, 25% will be affordable, all built to net zero carbon and Nationally Described Space Standards.
1,616 new homes pipeline by 2030/31	Active delivery programme on former council-owned brownfield sites, including circa 576 affordable, of which 180 are planned for social rent.
£33 million Bury Market scheme	Major regeneration including new Casewells Hall commenced on site in early 2025, due to complete 2026.
Unlocked 8 brownfield sites	Since 2022, the council has unlocked 8 brownfield sites by attracting external funding – increasing supply of about 1,300 new homes across all tenures.

New Homes and Regeneration

£1m in Revenue Funding and
£9m in capital invested

£1m in revenue funding to prepare sites for development and over £9m capital to unlock key brownfield sites in Radcliffe and Bury Town Centre.

Affordable Housing and Empty Homes

£770,000 Section 106
affordable housing
contributions received

Contributions received 2021-2026, to be reinvested into affordable housing.

£414,000 Greater Manchester
Combined Authority funding
secured

Funding for two new officers to bring 16 empty homes back into use per year.

£3 million Right to Buy receipts
committed

Approved to acquire new homes, reducing reliance on temporary accommodation.

£1 million Section 106 funding
to acquire empty homes

Commutated sums used to purchase and refurbish long-term empty homes, converting them into affordable and temporary accommodation.

Buy Back Policy approved

Cabinet-approved Buy Back and Acquisitions Policy 2024-2028, a formal framework to purchase former Right to Buy homes, empty properties, and new-build at social or affordable rents.

Homelessness

145 supported units over five
years

Offering homes for rough sleepers, families, and prison leavers. 41 long-term units have also been secured.

34 A Bed Every Night units
commissioned

A Bed Every Night provision for rough sleepers and those at risk, including people with 'No Recourse to Public Funds'.

27 Huntley House and Silver
Street units

Supported temporary accommodation saving the council approximately £2 million over five years compared with hotel and bed and breakfast (B&B) use.

Homelessness

60+ long-term homes secured

Through the Rough Sleepers Accommodation Programme and Homeless Accommodation and Lettings Programme, these homes have supported move-on from homelessness.

Council Housing

Housing management returned to the council

Brought back in-house from Six Town Housing Arm's-Length Management Organisation, giving the council direct control over circa 7,716 homes.

88% of council stock has now been surveyed

Stock condition survey underway since 2022, which will cover all council stock. We have introduced a 20% rolling programme each year to ensure our knowledge is up to date.

Tenant Incentive Scheme

New scheme introduced, 14 households supported to downsize, freeing up much needed larger family homes.

Private Rented Sector

2,848 complaints processed

Actively tackling poor housing conditions with strengthened enforcement, licensing and workforce capacity, including training apprentices.

Specialist Housing

£20.3 million invested 2020-2025

Delivered 35 specialist housing schemes and 130 supported housing units, supporting people locally rather than in out-of-area placements.

Ambition to deliver five Extra Care schemes

Scaling up provision for an ageing population.

£7 million-plus Disabled Facilities Grants (DFGs)

Enabling people to remain safely in their homes. A 647-case backlog was cleared, significantly improving service responsiveness.

Young People

40 units for young people commissioned

Up from 25, supporting independence and reducing youth homelessness. A new 10-unit scheme for 16/17-year-olds is planned.

Approximately 50 new homes for care leavers

Embedded in mainstream delivery, with priority housing access and flexible allocations introduced.

Energy Efficiency

2,438 homes improved 2021-2026

Upgrading housing quality and energy performance across the borough, accelerating the transition to low-carbon homes.

Community Facilities

The £40 million Radcliffe Hub

Funded through the Levelling Up Fund, Bury Council, and Sport England, this facility is under construction in Radcliffe Town Centre, set to open in 2026 as a new community heart offering leisure, library, health and wellbeing services, alongside transformed Market Chambers and public realm.

A new village centre in Prestwich

£42m of Good Growth and Patient equity investment to create a vibrant new village centre with 248 new homes, an expanded retail and leisure offer, a much larger library, and new community space.

03 Accelerating the Delivery of Homes Bury Needs

Bury is ready to accelerate housing delivery, supported by a clear pipeline of sites, strong partnerships and a flexible, solution-focused approach. This section sets out what we need to deliver, where, and how we will work with partners to make it happen.

Meeting the borough's housing needs requires a step change in both the number and type of homes delivered. Affordable housing need far exceeds supply, particularly for genuinely affordable homes, alongside increasing pressure in the private rented sector and a limited supply of social housing. This is limiting choice for residents, making it harder for people to access the right home, and reducing opportunities for families to find suitable housing within the borough.

At the same time, the borough needs a broader, higher-quality housing offer, one that supports aspiration, retains and attracts residents, and provides a wider range of homes, including family housing and options for older people and those with additional needs.

Delivery of New Homes — Recent Schemes Include



Green Street, Radcliffe

132 homes (97 affordable) delivered by Watson Homes on the former Radcliffe Baths site. The scheme provides 132 one and two-bedroom apartments, including 97 affordable homes across a mix of tenures, together with 13,000 sq. ft of commercial space.



York Street — Irwell View, Radcliffe

211 Build-to-Rent homes delivered by Kellen Homes and managed by Simple Life Homes on a former brownfield site, supported by £1.95 million from the Brownfield Housing Fund. The scheme provides a mix of two, three, and four-bedroom homes.



Scholars Park, Radcliffe

90 homes (22 affordable) by Hive Homes on the former Riverside School site, including 6 gifted homes to Bury Council. The development was supported by £800,000 from the Brownfield Fund plus £250,000 Section 106 funding for local amenities.



Roedeer Gardens, Bury

81 homes (25% affordable) by Hive Homes on the former Seedfield site, including 21 affordable homes (9 gifted to Bury Council).

The Homes Bury Needs to Deliver

452

new homes required each year
on average

9,486

total homes over the emerging Local Plan
period 2022-2043

The Places for Everyone (PfE) Joint Development Plan is a long-term plan of nine Greater Manchester districts for jobs, new homes and sustainable growth up to 2039. It is a key part of Bury's statutory development plan. It sets out where we will build the new homes we need, where our businesses will locate to sustain and create jobs for our people, what infrastructure is needed to support the development and to protect and enhance our towns, cities and landscapes. It covers the period from 2022 to 2039.

Places for Everyone (PfE) sets the borough's housing requirement to deliver an average of 452 homes each year through a stepped approach with the annual requirement increasing from 246 per year from 2022-2025, to 452 from 2025-2039, and 520 from 2030-2039. PfE includes key strategic housing sites at Elton Reservoir, Walshaw, and Simister, as well as a transformational opportunity for economic and employment growth at the Northern Gateway.

This is not just a target to plan for, but a commitment to ensure that the right homes are built in the right places, meeting local needs, supporting economic growth, and creating sustainable, inclusive communities. Delivering these homes will require a proactive approach, working with partners, unlocking sites, and ensuring infrastructure and services keep pace with development.

Emerging Local Plan

The Bury Local Plan will sit alongside PfE as a key part of Bury’s statutory development plan and will set out locally specific planning policies for Bury. Bury’s emerging Local Plan will provide the Borough’s planning framework to 2043 and continues the 452 homes per year requirement from 2039 to 2043. The draft Bury Local Plan will be published for representations before it is submitted to the Secretary of State for an independent examination.

What Different Groups do we Need to Consider?

The Council needs to consider the housing needs of different groups in the community, including (but not limited to):

- Households experiencing or at risk of homelessness.
- Low-income households unable to access market housing who need affordable housing.
- Families.
- People with specialist housing and support needs.
- Older people and those planning for later life.
- Care leavers and young people transitioning to independence.
- Service families and former members of the Armed Forces.
- Gypsies, Travellers, and Travelling Show People.
- Key workers and economically active households.

Housing Mix, Size, and Location

The evidence¹ points to a clear and balanced need for additional housing in Bury. Overall, more homes are required to meet the needs of families, with a particularly acute requirement for affordable housing. New supply should be predominantly family houses, especially two and three-bedroom homes, reflecting the strongest general pattern of need. Within this, the shortage of three-bedroom family homes is especially pressing and is most pronounced in the affordable sector.

The evidence also identifies a clear requirement for flats within the affordable rented sector, particularly to meet the needs of younger people, lower-income households, and key workers. Alongside this, there is a significant and growing need for bungalow and level-access accommodation, including accessible flats, driven by Bury’s ageing population and the housing needs of disabled residents and those requiring more accessible homes.

¹ [Bury Housing Needs and Demand Assessment 2024/25](#)

- **For Market Housing:** demand is predominantly for houses, which should make up 65-70% of market supply, with 20-25% bungalow or level-access homes and only 5-10% flats. The strongest requirement is for three and four (or more) bedroom houses.
- **For Social or Affordable Rented:** housing needs to prioritise smaller and accessible stock, with 30-35% flats, 30-35% bungalow or level-access homes, and 35-40% houses. One and two-bedroom homes are especially important, though demand for three-bedroom family housing remains significant within this tenure.
- **For Affordable Home Ownership:** is strongly house-led, with 75-80% of provision expected to be houses - particularly three-bedroom homes - alongside a smaller proportion of level-access and more modestly sized homes.

What We Need Across our Towns

East Bury	Higher need for affordable and social rented flats and level-access homes; need for 3-bed houses for affordable home ownership.
North Bury	Stronger market emphasis on 3-bed and 4+ bed houses; affordable need includes both family houses and level-access homes.
Prestwich	Strong market and affordable home ownership emphasis on houses, especially 3-bed homes; social/affordable rented need has a stronger level-access and smaller-home component.
West and Radcliffe	Mixed need, with market family housing, affordable rented family housing, flats and level-access homes all important.
Whitefield	Market need leans toward 3-bed and 4+ bed houses; affordable rented need includes flats and level-access homes; affordable home ownership includes a smaller-house component.

Strategic Allocations — Places for Everyone

Bury's long-term housing growth will be delivered through three major strategic allocations, together providing over 6,300 homes in new, infrastructure-supported communities.

Strategic Housing Allocations		
Elton Reservoir	Approximately 3,500 homes. The largest strategic housing site which will deliver a new sustainable community phased over the long term, closely linked to major infrastructure investment. Includes a new Metrolink stop, primary school, local centres, health and community facilities, and extensive green and blue infrastructure. Affordable housing will comprise a mix of 60% affordable or social rent and 40% affordable home ownership, alongside provision for specialist and older persons' accommodation.	Approximately 875 affordable homes
Walshaw	Approximately 1,250 homes. A new neighbourhood delivered in phases, supported by a new primary school, local facilities, transport improvements including a new link road, and a network of green spaces and active travel routes. Expected tenure split of 60% affordable or social rent and 40% affordable home ownership.	Approximately 300 affordable homes
Simister / Bowlee	Approximately 1,350 homes in Bury. A cross-boundary allocation, strategically important due to its relationship with the Northern Gateway and Atom Valley growth area, aligning housing delivery with major employment opportunities. The site will deliver a sustainable community supported by infrastructure provision including an upgraded local highway network, improved public transport, green spaces, a new primary school, community facilities and more routes for walking and cycling.	Approximately 338 affordable homes

In addition, the Places for Everyone Plan also includes an allocation of 140 homes at Seedfield (part of which is now under construction at Roedeer Gardens), and around 200 homes at Castle Road as part of the wider Heywood / Pilsworth (Northern Gateway) employment-led allocation.

Development Frameworks will guide strategic sites, ensuring infrastructure provision, high-quality design, appropriate housing mix, and integration of affordable and specialist housing

Affordable Housing

Bury has a substantial and persistent affordable housing challenge. The Housing Needs and Demand Assessment identifies a net annual affordable housing shortfall of 1,017

homes, far above current supply capacity, while the housing register shows over 2,000 households waiting and long average waiting times. Need is strongest for 1 and 2-bedroom affordable homes, but the evidence also identifies an immediate requirement for 3-bedroom family housing and a growing need for accessible and older people's accommodation.

Demand pressures are being intensified by rising private rents, loss of private rented sector tenancies, homelessness and temporary accommodation pressures, and affordability barriers for lower-income households. At the same time, supply is constrained by viability, infrastructure requirements, reliance on developer contributions and Registered Provider (RP) programmes, limited council direct delivery capacity, and the long lead-in times associated with large strategic and brownfield sites.

How Affordable Housing is Delivered

Registered Provider-Led Delivery via Land Disposals

The council disposes of brownfield land to Registered Providers (RPs), who take full responsibility for development. The council retains the permanent right to refer tenants to a social or affordable rent property every time it becomes vacant, ensuring the home continues to serve local housing need. The council uses this model primarily to deliver specialist housing schemes.

Registered Provider-Land led Delivery

A Registered Provider identifies and acquires land directly, leading development independently. The Registered Provider secures planning, procures contractors, and delivers the scheme, retaining full ownership and management. These homes also provide affordable housing. The council refers tenants to social and affordable rent homes via a nomination agreement to help serve local housing need.

Affordable housing delivery through planning policy Section 106 requirements

The council's local planning policies set a requirement for developers to deliver a proportion of affordable homes alongside market homes as part of mixed tenure developments. The council refers tenants to social and affordable rent homes under a nomination agreement to help serve local housing need.

The council has established a valuable and important Registered Provider Framework, which acts as a key delivery mechanism for accelerating affordable housing across the borough. The council will continue to build on and strengthen this framework, working with selected housing associations to bring forward new homes on council-owned land, including general needs, specialist, and supported housing that responds to local priorities and identified need.

New Affordable Homes in Bury

Fletcher Fold, Bury



A new 43-home older persons' independent living scheme on the former Millwood School site, designed for residents aged 55 and over. The scheme includes 39 social rent homes and 4 shared ownership bungalows, delivered with Be One Homes. The council retains the permanent right to refer tenants to a social rent property every time it becomes vacant, ensuring the home continues to serve local housing need.

Wheatfields, Whitefield



Housing Allowance rates.

A 30-home affordable housing scheme, with 16 affordable rent homes including bungalows and shared ownership homes, delivered in partnership with Onward Homes. The homes were fully occupied by the end of 2024. The council retains the permanent right to refer tenants to an affordable rent home every time it becomes vacant, ensuring the home continues to serve local housing need. Rents are capped at Local

William Kemp Heaton, Bury



A 43-home social rent scheme currently under construction, including bungalows and 18 supported homes for residents with additional needs. The development is being delivered in partnership with Great Places Housing Association. The council retains the permanent right to refer tenants to a property every time it becomes vacant, ensuring the home continues to serve local housing need.

The Willows, Bury



A 13-home supported housing scheme providing self-contained social apartments for adults with autism and additional support needs. Delivered with Irwell Valley Homes and Persona Care, the scheme offers 24-hour support. The council retains the permanent right to refer tenants to a property every time it becomes vacant, ensuring these homes continue to serve local housing need.

How we will Accelerate Delivery of New Homes

01

Target Sites and Scale Up

Delivery Programme

- Prioritise the development of brownfield sites (including on council-owned land) with a dedicated delivery programme in Bury Town Centre.
- Drive forward Places for Everyone strategic allocations.
- Develop clear, site-specific feasibility work to build a stronger, coordinated pipeline, and explore opportunities to accelerate and increase delivery.

Estate Renewal Task Force

- Lead an Estate Renewal Task Force to deliver a dedicated regeneration workstream.
- Drive estate regeneration, redevelopment, and remodelling, including infill on underutilised land such as garage sites.
- Increase homes to diversify typologies and housing mix.
- Appoint a strategic delivery partner across a pipeline of sites for mixed-tenure schemes combining regeneration with new supply.

02

Strengthen Partnerships and Delivery Models

Building the Partnership Base

- Work with Registered Providers, housing associations, developers, investors, and small and medium sized enterprise builders.
- Build on the Registered Provider Framework to accelerate affordable housing delivery.
- Attract new partners to unlock more complex or marginal sites, using the council's land and pipeline to shape delivery outcomes and secure affordable housing.

Flexible and Cross-subsidised Models

- Registered Provider-led delivery and land-led models.
- Joint ventures, regeneration partnerships, and long-term development partnerships across multiple sites.
- Working in partnership to attract Homes England funding.
- Build-to-Rent and institutional investment to scale delivery at pace.
- Explore deferred land payment and land value participation approaches.
- Consider leasing and income strip models where appropriate.

03

Maximise Funding and Investment

Key Funding Streams

- Social and Affordable Homes Programme and Homes England partnership, targeting grant funding to close viability gaps.
- Utilise Local Authority Housing Fund to support both temporary and permanent accommodation solutions.
- Retained Right to Buy receipts and Section 106 (S106) commuted sums used strategically to lever additional investment.
- Access Greater Manchester Combined Authority Good Growth Fund and other Greater Manchester funding streams.

Strategic Use of Funding

- Sponsor external Registered Provider and developer-led bids on private land to unlock additional sites.
- Use Capacity and Housing Support Service (CHoSS) and other capacity programmes to access additional resource and expertise.
- Deploy funding to address viability gaps and leverage private investment in priority locations.

04**Lead and Enable Delivery****Planning and Enabling Role**

- Take a more active and interventionist planning and enabling role, using the council's land, planning, and regeneration powers to bring sites forward.
- Coordinate infrastructure and development planning across the borough to reduce delivery risk and unlock complex sites.
- Support land assembly and set clear expectations on tenure, quality, and design standards.
- Access funding to unlock sites in council ownership.

Capacity and Procurement

- Strengthen internal capacity and skills to support programme delivery at scale.
- Explore the use of third-party development managers to oversee multiple schemes simultaneously.
- Improve procurement to accelerate delivery, streamlining planning processes for greater market certainty.
- Lobby for and position Bury's projects for funding at Greater Manchester Combined Authority and Homes England, building a reputation as a delivery-focused authority.

04 Town Centres as Engines of Growth and Opportunity

Town centres play a vital role in shaping Bury's economic future, and as traditional retail patterns change, there is a need to reposition them as vibrant, mixed-use destinations that combine housing, employment, leisure, and community uses. Introducing new homes into town centres increases footfall, supports local businesses and services, and helps sustain a diverse and resilient local economy, while also attracting investment, creating jobs, and strengthening the local labour market.

By prioritising town centre regeneration, the council can make more efficient use of land and infrastructure while supporting wider economic growth. A renewed focus on town centre living helps create active, safe, and thriving places, increases spending power locally, and makes Bury more attractive to residents, businesses, and investors, contributing to long-term prosperity and stronger communities.

Bury Town Centre — The Primary Focus for Housing-Led Regeneration

1,800+

homes in the pipeline

Our Ambition

Bury Town Centre is evolving to become a more diverse, mixed-use destination. Key sites including Mill Gate, Pyramid Park, and the Interchange which present significant opportunities for coordinated regeneration, delivered as part of a comprehensive, integrated programme. This transformation will reposition the centre, with new housing playing a central role in supporting activity, vibrancy, and long-term sustainability.

The Plan

Phase 1 marks a shift to a coordinated, delivery-focused regeneration programme, bringing together key sites, including the Interchange, Mill Gate, Pyramid Park, and North of the Rock Area (NORA)/South of the Market Area (SOMA)/Humphrey House, into a single, integrated approach. Over the next 3-5 years, the programme will follow a

phased, decision led pathway, with 2026 focused on mobilisation, strengthening the evidence base, and securing key decisions to align with Greater Manchester Combined Authority funding and unlock delivery. This approach will support a more comprehensive and sustainable transformation of the town centre.

The Housing Mix

The overall approach is to deliver a balanced, mixed-tenure residential offer, with a mix to include open-market family housing, promoting Bury as a place to put down roots, with a range of private rented accommodation and affordable housing, catering for young professionals and key workers. Build-to-Rent products are also likely to come forward, achieving density in key locations in and around Bury Interchange and Angouleme and Peel Way such as South of the Market Area, Mill Gate, and the North of the Rock Area, achieving a mix of different typologies and tenures. The sustainable location of Bury town centre is likely to attract commuters, capitalising on the excellent public transport links. However, a flexible site-by-site approach is adopted to reflect planning policy, local housing needs, viability, site characteristics, social value funding, and planning policy priorities.

Who Will Live Here

Families	Accommodated in lower-density locations where appropriate.
Young professionals and working-age households	Attracted by town centre living, connectivity, and the growing evening economy.
Singles, couples, and key workers	Seeking accessible, well-located homes, services, and employment.
Older people downsizing	Seeking accessible, service-rich accommodation in a well-connected location.

Key Sites and Housing

Mill Gate / Bruntwood Joint Venture

Mill Gate is the largest and most transformative opportunity, with capacity for around 800 homes alongside commercial and town centre uses. Delivered through a joint venture, it will play a central role in driving long-term vitality.

Pyramid Park

A key council-owned site with potential to deliver around 150 homes as part of a new sustainable neighbourhood. It has been co-designed with Adult Social Care to include specialist extra care accommodation.

The Interchange

A key gateway to the town centre, with potential to deliver around 50-100 homes. Transport for Greater Manchester is also planning an overhaul of Bury Interchange, in partnership with Bury Council and Greater Manchester Combined Authority, to deliver a modern, integrated transport hub joining up bus, tram and active travel as part of the Bee Network with significantly improved passenger facilities.

South of Market Area / North of the Rock Area

Bury has identified two major longer-term regeneration zones with the potential to transform underused land into thriving mixed-use neighbourhoods. These sites represent longer-term opportunities with combined potential to deliver around 800-850 homes as part of wider mixed-use regeneration.

Q-Park airspace

Opportunity for around 50-100 apartments on the top of the existing decked car park, in a well-connected location close to the Interchange and Pyramid Park.

Bury Town Centre — Mill Gate Regeneration

800+

homes in a new mixed-use quarter phased regeneration programme

Mill Gate Regeneration Framework

The Mill Gate Regeneration Framework sets out a long-term plan to transform the shopping centre and surrounding area into a mixed-use town centre neighbourhood, forming a key part of the wider Bury Town Centre Masterplan. It focuses on repurposing

the retail-led environment into a more permeable, diverse place, introducing new homes alongside leisure, workspace, and public realm improvements.

Timeline

2022

Council acquires Mill Gate estate with Bruntwood, 15 acres secured.

2023

Public engagement and consultation on Regeneration Framework.

2024

Final Regeneration Framework approved. Vision for 800 homes, workspace, leisure, and enhanced public realm confirmed.

Bury Town Centre has held Purple Flag accreditation since 2015, recognising the town's commitment to providing a safe, welcoming, and vibrant evening and night-time offer. The award reflects the strength of partnership working across the council, businesses, and wider town centre stakeholders to support a positive experience for residents, visitors, and businesses.

As Bury looks to grow and diversify its town centre housing offer, continued investment in safety, public realm, culture, events, and destination marketing will help create a place where more people want to live, visit, and spend time. Through the Bury Town Centre Business Improvement District, the council is supporting a positive destination marketing campaign which promotes the town centre's strengths and encourages a broader mix of users throughout the day and evening.

The town centre already benefits from a strong mix of attractions, including Bury Market, the East Lancashire Railway, and Bury Art Museum, alongside a growing programme of events such as the Bury Food and Drink Festival, Comic Con, and the Shaun the Sheep Trail in 2026. Future investment, including the new Casewells venue at Bury Market and the planned redevelopment of the Mill Gate Shopping Centre, will further strengthen the town centre offer and support Bury's ambition to create a vibrant, safe, and attractive place to live.

Radcliffe — From Strategy to Delivery

800+

homes delivered or in pipeline — brownfield-first regeneration in action

Our Ambition

Housing has been an integral part of Radcliffe's regeneration. The area faced a combination of challenges, including declining footfall, vacant and underutilised sites, and limited investor confidence, which meant that change was unlikely to be delivered by the market alone. In response, the council took an active enabling role, using its leadership, land interests and partnerships to create the conditions for investment. By positioning housing alongside improvements to the town centre offer, public realm and local services, the regeneration approach sought to increase activity, support local businesses, diversify the housing offer and build confidence in Radcliffe as a place to live, work and invest.

The Plan

Radcliffe is the focus of the most advanced regeneration activity in the borough, with a clear transition from strategic planning to delivery. Since the publication of the Radcliffe Strategic Regeneration Framework, significant progress has been made including the £40 million Radcliffe Hub and wider investment in public services, education, and the town centre environment.

This level of activity is helping to establish Radcliffe as a key location for housing-led regeneration, with new homes playing a central role in supporting increased footfall, attracting new residents and driving long-term town centre renewal.

Housing delivery in Radcliffe is progressing at pace, with multiple schemes under construction, in planning or about to start, marking a clear move into implementation. This includes major sites such as the former East Lancashire Paper Mill, alongside a wider pipeline of developments contributing to sustained growth and regeneration. A further 77 affordable homes have now got planning permission at Bealey Industrial Estate in Radcliffe.

Key Sites and Housing

Scholars Park (School Street) and Green Street

These schemes were delivered as part of the Radcliffe regeneration programme, together providing 222 homes. They have played a key role in early delivery, bringing forward a mix of tenures and housing types while supporting wider town centre renewal and confidence in Radcliffe as a location for investment.

East Lancashire Paper Mill (approximately 400 homes)

The East Lancashire Paper Mill site is the largest and most strategically significant housing opportunity in Radcliffe, representing a flagship regeneration scheme for the borough. This long-derelict 21-hectare brownfield site is being brought forward through a partnership between Bury Council, Homes England, and Morris Homes, with plans for around 400 homes, including 100 affordable units, alongside new open space, a riverside park, and enhanced sports facilities. The scheme has required extensive de-risking and master planning to unlock its redevelopment, with planning approvals now secured and delivery moving forward. Early progress has already been demonstrated through the completed Island Site phase, delivering 27 affordable homes and establishing a gateway to the wider development, with full construction expected to progress from 2026 as part of a long-term build-out to the early 2030s.

Prestwich — Regeneration Underway

248

new homes

£55.8 million external investment

Secured to date to transform the village centre

Our Ambition

To deliver a revitalised, people-focused village centre, where new homes, community facilities, and public spaces work together to create a vibrant, inclusive, and sustainable place. Housing plays a key role in this, not just by increasing supply, but by bringing more people into the centre to support local businesses, improving vitality, and meeting

a range of needs across different life stages, while ensuring affordability and inclusion are maintained.

The Plan

The plan is to deliver the new village centre, including new homes, a community hub with library and leisure facilities, market hall, retail, public square, and supporting infrastructure, including the travel hub to improve accessibility and provide parking.

The housing priorities are to deliver affordable homes, ensuring provision reflects local need balancing sizes, tenures, and types and accessible or age-friendly options to meet needs across different life stages.

Housing will be brought forward alongside wider regeneration, ensuring it is delivered in step with infrastructure and placemaking to support early activity, vitality, and the success of the centre.

Delivery will align with wider priorities around sustainability and inclusion, providing energy-efficient homes with lower running costs and ensuring the development remains accessible to a broad range of residents.

Key Sites and Housing

Travel Hub (Phase 1)

Multi-storey car park, 301 spaces with Electric Vehicle (EV) charging and cycle storage under construction off Fairfax Road. Completion due Summer 2026. This will provide parking for the village centre and release the Longfield Centre car park, alongside the demolition of the Longfield Shopping Centre for redevelopment.

Village Core (Phase 2)

New community hub (library, community services, and leisure facilities), market hall, retail, improved public realm, and pedestrian routes. Will start once the Travel Hub is operational from late Autumn 2026.

Housing

248 apartments offering a mix of sizes, tenures, and life stages including affordable, first-time buyers, families, and downsizers. Positioned to support town centre activity and vibrancy.

Funding

Bury has attracted over £55 million to enable delivery in Prestwich including £14 million through the City Region Sustainable Transport Settlement and £41.8m from the Greater Manchester Good Growth Fund.

Whitefield — A New Vision for the Town Centre

10-year

plan adopted 2025 — early delivery underway

Our Ambition

Whitefield has strong residential demand and excellent connectivity, supported by independent businesses and pockets of day and evening activity. The housing strategy will support the Whitefield Town Centre Plan by encouraging well-designed homes in appropriate brownfield and town centre locations, helping to strengthen footfall, support local services, and create a more liveable, greener, and better-connected centre.

Housing growth in Whitefield will be focused on appropriate brownfield, infill and redevelopment opportunities, with the council using its planning, enabling, and partnership role to support high-quality development that reflects local character and need.

Key Sites and Housing**Former Library and Day Centre**

Council-owned priority site opportunity for higher-density housing and community use. The library is expected to come forward for healthcare use, with an opportunity for new homes to be delivered on the adjoining former day centre site.

In addition, there is an extant planning permission for a 60-bed care home at the privately-owned former Town Hall. The council's role here is to work positively with landowners to encourage appropriate development to come forward.

Uplands Area

A potential location for high-quality homes, most likely apartments, on previously developed land. Any redevelopment will preserve or enhance the Conservation Area through appropriate scale, appearance, materials, and siting.

Victoria Park and Bury New Road

Public realm improvements supported by external funding now underway, improving environment, strengthening the centre's offer, and building confidence for private investment to follow.

The Elms

The Elms, proposal for a council-led over-55s housing scheme on a former brownfield site, which will help meet the needs of older residents and support independent living in a sustainable location.

Ramsbottom — Quality Place, Measured Growth

Early-stage

delivery plan — a destination town protecting its character

Ramsbottom has a strong identity and quality of place, with clear potential to build on its existing strengths to create an even more attractive, connected, and vibrant destination for residents and visitors alike.

The Plan

The focus is on enhancing Ramsbottom's role as a high-quality town centre for residents and visitors alike, building on its existing strengths. This includes improving the town centre environment, connectivity, and movement to create a more attractive, accessible, and enjoyable place to live, work, and visit.

Housing plays a supporting role, helping to reinforce Ramsbottom's appeal as a place to live, particularly for residents and hybrid workers, while enabling gradual, incremental residential growth over time.

Key Sites and Housing

Market Chambers and Civic Hall

An enterprise centre (flexible office space) is being designed in the currently vacant upper floors of the Civic Hall to strengthen the commercial and employment offer and will build on the town's visitor economy strengths. A feasibility study for the Market Chambers is being supported by external funding.

Public Realm

Proposals to improve the quality of public spaces and routes across the town centre.

Streets for All

Walking, cycling, and streetscape improvements through the Streets for All programme, improving connectivity and the overall quality of the town centre environment.

Housing

Incremental residential development supported by improved town centre quality and attractiveness as a place to live.

Northern Gateway — Employment-Led, Housing Supported

1.2m sqm

of employment development across Bury and Rochdale

Atom Valley - a 20-year strategic growth area

Our Ambition

PfE allocation JPA1.1 Northern Gateway (Heywood/Pilsworth) is one of the largest strategic employment allocations in the country, straddling the districts of Bury and

Rochdale. It represents a highly accessible opportunity for growth in Greater Manchester with wider benefits on a regional and national level.

Northern Gateway is an opportunity to deliver unprecedented investment, jobs, homes, and community benefits. It will enable the delivery of a large, nationally significant employment opportunity to attract high-quality businesses and investment on the M62 corridor coupled with a significant number of new homes and supporting infrastructure, services, and facilities. As part of the Atom Valley Mayoral Development Zone, the project will play a pivotal role in boosting the competitiveness of the north of Greater Manchester, enhancing the overall prosperity of the city region and delivering inclusive growth.

Alongside around 1.2m sqm of employment development, the site will deliver around 1,200 new homes, of which 1,000 will be in Rochdale and around 200 will be in Bury at Castle Road. The homes within Bury will include a mix of house types and sizes, with 25% to be delivered as affordable housing.

The proposals will bring a range of benefits that will embrace the three pillars of sustainable development:

- **Economic:** Creating a world class employment park that attracts the very best logistics and manufacturing industries.
- **Social:** Delivering fully inclusive growth that delivers a permanent positive social legacy.
- **Environmental:** Ensuring the development will not have a detrimental impact on the environment by maximising opportunities to provide net gains for biodiversity, creating a comprehensive green infrastructure network and ensuring that the objective of net zero carbon for both the development and the Greater Manchester area is integral to the design from the outset.

The Northern Gateway Development will create a highly connected, sustainable, and economically productive place that delivers long-term benefits for Bury, Rochdale, and Greater Manchester as a whole.

05 Council Homes and Neighbourhoods to be Proud Of

We are proud to be the largest landlord in Bury, providing homes to thousands of residents. This section sets out how we will invest in our homes, improve services, and ensure tenants have a genuine voice in shaping what we do.

Our priority is to ensure our homes are safe, warm, well-managed, and fit for the future. We are committed to making things better through targeted investment, improving energy efficiency, strengthening repairs and compliance, and ensuring residents have a stronger voice in shaping services.

We will also make better use of our existing homes by supporting mobility and addressing under-occupation, ensuring our housing continues to meet changing needs.

Driving Improvement in Our Homes and Housing Services

The direction is clear and momentum is building.

Bury Council is taking a proactive and long-term approach to strengthening its role as landlord and improving housing services across the borough. Following the return of services in-house, the council has taken the opportunity to fully understand its current position, listen to tenants, and build a clear and robust evidence base to guide future decisions.

This has enabled the council to move quickly to put in place clear plans, strengthen governance and oversight, and align housing services with wider corporate priorities. A comprehensive programme of improvement is now underway, supported by long-term financial planning through the Housing Revenue Account and a renewed focus on performance, quality, and value for money.

Progress is already being made. Services are becoming more consistent, compliance and performance are improving, and a stronger, more coordinated approach is being embedded across key areas including asset management, repairs, tenant engagement, and support.

A key part of this is strengthening the council's approach to rent collection. Rental income is essential to maintaining and improving homes and services, and there is a clear expectation that tenants pay their rent. At the same time, the council will continue to support those who are struggling, providing early help, advice, and intervention to sustain tenancies.

At the same time, the council is taking steps to ensure that its housing stock is fit for the future, maintaining and improving existing homes, while also making strategic decisions

about where regeneration, redevelopment, and new supply are needed to meet demand.

The council recognises that this is a significant and ongoing programme of change. While some improvements will take time to fully embed, the direction is clear and momentum is building. With strong foundations now in place, Bury is well positioned to continue this progress, delivering high-quality homes, reliable services, and better outcomes for residents.

Investing in Our Homes for the Long Term

£60 million

committed over 3 years to meet the Decent Homes Standard

£17 million

committed for sustainability improvements

We have a clear long-term plan through the refreshed 30-year Housing Revenue Account Plan, providing a strong financial framework to manage and improve the housing stock while sustaining high-quality homes and services.

The plan recognises growing financial pressures, including rising costs and increased regulatory requirements, but sets out a proactive response focused on strengthening resilience and maintaining investment. Key actions include improving efficiency, maximising value for money, strengthening procurement, and making better use of asset data to target investment.

Maximising rental income is central to this approach, with a more consistent focus on collection alongside continued support for tenants to sustain their tenancies.

We have both a clear understanding of the challenges and a defined plan to address them, with a focus on delivering sustainable investment, improving housing quality, and maintaining a resilient housing service.

Our Asset Management Strategy

We are currently strengthening our approach to asset management, with work already underway to improve the way we use evidence to manage and invest in our housing stock. A new Asset Management Strategy is planned for development over the coming months and will provide a clear framework for proactive investment planning, helping to ensure homes remain safe, compliant, and fit for the future.

While significant investment is already being made, including to meet Decent Homes and sustainability requirements, this is taking place in the context of growing financial and regulatory pressures. A key challenge has been limited data integration, which has constrained the ability to fully understand stock condition and target investment effectively.

In response, the council is strengthening its evidence base through a comprehensive stock condition survey and upgrades to its housing management system. This will enable a more intelligence-led approach, supporting better decisions about where to invest and how to align housing provision with resident needs.

Our focus is on embedding this data-driven approach to ensure investment is targeted, efficient, and aligned to long-term sustainability, improving outcomes for residents and the housing service.

Safety, Compliance, and Making the Best of Our Homes

Bury's Housing Repairs and Maintenance Service is undergoing a comprehensive review to improve performance, strengthen compliance, and deliver a more reliable, tenant-focused service. This is driving a structured improvement programme focused on improving data quality, reducing repeat repairs, strengthening performance management, and making better use of resources.

The intended outcomes are a more efficient and consistent service, faster and more effective repairs, improved customer experience, and stronger compliance across all homes, including a robust response to damp and mould. This will also reduce backlogs, improve first-time fix rates, and ensure resources are targeted where they have the greatest impact.

Overall, this will deliver a modern, high-performing repairs service that supports long-term sustainability and delivers better outcomes for tenants.

Reimagining Council Housing

We will make the best use of council-owned land, existing estates, and underused sites to deliver more homes wherever opportunities arise. This means reviewing our housing stock and land assets to identify where new, modern homes can be built, where existing homes can be improved, and where redevelopment would provide better outcomes for residents.

This is about more than supply; it is an opportunity to reimagine what council housing looks and feels like in Bury. We want our estates to be places people are proud to call home, with high quality design, well-maintained public spaces, strong community infrastructure, and a genuine sense of place. Raising the quality of our council housing offer is central to this strategy.

Our Approach to Estate Regeneration

- Infill development within existing estates to increase supply without wholesale change.
- Demolition and redevelopment where homes are no longer fit for purpose or the future.

Our Approach to Estate Regeneration

- Repurposing underused or inefficient sites for new housing.
- Making better use of council-owned land to increase housing supply.
- Delivering mixed-tenure schemes with Registered Providers and private partners.
- Investing in the design and liveability of estates, streets, green space, communal areas, and community facilities - to create neighbourhoods people want to live in.
- Ensuring new and redeveloped council homes meet modern standards for space, accessibility, energy efficiency, and design quality.

A long-term delivery partnership will provide the additional capacity and expertise needed to accelerate delivery alongside existing partners, bringing together the skills, investment, and ambition needed to transform Bury's housing estate for the next generation.

Tenant Voice and Influence — Putting Residents at the Heart of Housing Services

Bury Council will strengthen the role of tenants in shaping housing services, moving from engagement to genuine influence. Building on existing opportunities for involvement, the focus will be on ensuring that tenant feedback directly informs decisions, drives service improvement, and strengthens accountability.

Clearer routes will be established to demonstrate how tenant views lead to change, supported by stronger scrutiny, more transparent decision-making, and better integration of tenant voice within governance and performance.

A priority will be ensuring a diverse range of voices are heard, including those who are less likely to engage.

Through this approach, tenants will have a more visible and meaningful role in shaping services, policies and priorities, ensuring housing services are more responsive, accountable, and aligned with the needs of residents.

Joined Up Working to Improve Outcomes for Residents

As a council, we deliver a wide range of services in partnership and are well placed to take a joined-up approach to maximise the value of our housing stock and improve outcomes for residents. By working closely across services and with key partners, housing will play a central role in supporting wellbeing, independence, and the more efficient use of resources.

A key priority is strengthening alignment between housing, adult social care, and wider services, ensuring that housing and support are better coordinated. This will help reduce reliance on more costly interventions, including temporary accommodation and specialist provision, while enabling residents to access the right home and support at the right time.

The council will also strengthen links between housing and the Live Well offer, ensuring tenants can access coordinated support to sustain their tenancies, remain independent, and improve their overall wellbeing.

Through this approach, residents will be better supported to live well in their homes for longer, while demand on higher-cost services is reduced through earlier and more effective intervention.

Ageing Well at Home

Around a quarter of tenants are permanently sick or disabled; the need to plan ahead is urgent.

Bury's population is ageing, and the social housing sector reflects this. Around a quarter of tenants are permanently sick or disabled, and many more are older people with growing support needs. Over the lifetime of the strategy, we will:

Ageing well at home	Develop a clear 'ageing well at home' offer to help people live independently for longer.
Early planning for later life	Strengthen early planning for later life, supporting residents before crisis points are reached.
In-home support	Improve access to in-home support, adaptations, assistive technology, and coordinated services.
Alternatives to specialist accommodation	Expand alternatives to specialist accommodation, targeting it at those with the highest needs.
Accessible and adaptable homes	Promote accessible, adaptable, and right-sized homes, supporting ageing in place.

The Long-Term Future of Social Housing

Social housing in Bury is evolving. Households present with more complex needs, and there is growing demand for housing that not only provides a home but supports

stability, wellbeing, and independence. We want to ensure we help the right people and will review how our homes are allocated in a way that:

Responds to need	Responds to immediate need but also supports longer-term outcomes.
Promotes right-sizing	Supports tenants into more suitable homes, freeing larger properties for families in need.
Aligns with wider services	Supports housing, adult social care, and the Live Well offer working together.
Reduces costly interventions	Reduces demand on costly interventions by intervening earlier and more effectively.
Builds strong communities	Builds balanced, safe, and high-quality communities.

06 Supporting People to Live Well and Independently at Home

Housing is fundamental to health, independence, and wellbeing. In Bury, an ageing population, increasing numbers of people with complex needs, and growing demand for accessible and supported housing mean that a more integrated and person-centred approach is essential. This section sets out how we will support residents, including older people, people with disabilities, care leavers, and vulnerable groups to live well and independently in their homes and communities.

Working closely with health and care partners, we will focus on prevention, ensuring homes are suitable, accessible, and adaptable, and that people can remain in their homes for as long as possible. This includes expanding supported housing options, improving access to adaptations, and strengthening links between housing and health services. Through the Team Bury approach, we will coordinate support around individuals and communities, recognising that housing plays a critical role in reducing inequalities and improving life outcomes.

Our Priority Groups

Our priority is that people with additional needs can access high-quality, safe, affordable, and adaptable housing that supports independence and wellbeing. To meet these needs, the market must deliver a diverse, flexible, and person-centred housing offer that enables independent living and community inclusion.

Our Priority Groups

- Older people.
- People with learning disabilities.
- Autistic people.
- People with mental health needs.
- People with physical disabilities needing accessible or adapted homes.
- Children in care.
- Care leavers.
- Young people aged 16-25 needing transitional housing.
- Young families aged 16-25 needing supported accommodation.
- Survivors of domestic abuse.

Setting Out Our Strategic Need and Delivery Plans

Bury Council will develop a Specialist Housing Needs Assessment and a Local Supported Housing Strategy to strengthen its understanding of need and ensure the right homes and support are in place for residents with additional needs. This work will be undertaken in line with emerging national statutory requirements, with both documents to be completed by March 2027.

The Needs Assessment will provide a comprehensive, evidence-based understanding of current provision, unmet need and future demand for supported and specialist housing across the borough, drawing on data from housing, health, and social care partners.

The Local Supported Housing Strategy will build on this evidence to set out clear priorities, commissioning intentions, and delivery plans, ensuring that supported housing is well planned, high quality, and aligned with wider housing, health, and care strategies.

Key Evidence on Need	
Population aged 65+	Projected to rise from 35,965 in 2022 to 43,970 by 2043.
4,458 additional units	Additional specialist housing units needed by 2043. This is broken down to: • 3,420 additional C3 dwelling units (163 each year). C3 covers housing with support, where residents live independently but receive care services, such as extra care housing and supported living. • 868 Extra care units (41 each year). Extra care housing provides self-contained homes for older people or adults with care needs, with the security of their own tenancy and front door alongside access to 24-hour on-site care and support. • 170 C2 residential care bedspaces (8 each year). C2 residential care bedspaces refers to bed spaces in registered care homes and nursing homes.
44,237 people	With a disability in Bury (2022), projected to rise to 49,265 by 2043.
7.7% of households	Live in homes that are purpose-built or adapted for illness or disability.

Key Evidence on Need	
3,552 adults	With a learning disability in 2025, demand up 23% over five years.
738 adults	Likely to require social care support.
2,130 neurodiverse adults	Identified in Bury.
228 adults aged 18-64	With physical disabilities in 2022, rising to around 240 by 2043.

Improving Digital Connectivity and Technology Enabled Care in Specialist Housing

Technology Enabled Care will be an important part of our approach to helping people live independently, safely, and well in their own homes. We will treat Technology Enabled Care not as a standalone adult social care intervention, but as part of a wider housing, health, and prevention offer that supports people to remain in suitable homes and communities for longer.

Bury's Prevention and Wellbeing Strategy commits to making better use of digital alarms, falls detectors, sensors, medication reminders, GPS devices, and other care technologies to help people manage risks at home, maintain confidence, support carers, and reduce avoidable escalation into crisis services.

Priorities for Specialist, Supported, and Accessible Housing

Bury faces growing and increasingly complex housing needs across all groups with additional needs, driven by an ageing population, rising prevalence of long-term conditions, and increasing demand from people with learning disabilities, autism, and mental health needs. This is placing sustained pressure on existing housing and care systems, with evidence of gaps in provision, misalignment between supply and need, and continued reliance on models that do not fully support independence.

While the council has a strong strategic framework in place, including clear market position statements, needs assessments, and commissioning intentions, there is less clarity on the scale, pace, and delivery of new provision required to meet future demand. The evidence consistently points to the need for a more diverse housing offer, particularly 'own front door' accommodation, extra care housing, and smaller, specialist supported housing models for people with complex needs.

The direction of travel is clear: a shift away from traditional residential and shared provision towards more independent, flexible, and community-based housing solutions. This includes expanding extra care housing, increasing supported living options,

delivering accessible and adaptable homes as standard, and developing smaller-scale, high-support schemes for those with complex or overlapping needs.

To achieve this, the focus must now move from strategy to delivery. This means setting out a clearer pipeline of schemes, strengthening commissioning plans, aligning housing with health and care priorities, and working with providers to bring forward the right types of accommodation in the right locations. It also requires greater emphasis on prevention, ensuring people can remain in their homes through adaptations and support, alongside improving pathways into appropriate housing at key transition points.

All new homes are required to meet the accessible and adaptable standard (M4(2)) in accordance with PfE policy, and the emerging Local Plan requires 4% of homes on larger sites to meet wheelchair-user standards (M4(3)).

Accessible and Adapted Housing

Foundations has reviewed our adaptations service, recognising good work already underway and identifying themes where further improvement could be made. The findings are currently being considered and will be used to inform a proportionate improvement plan as part of our ongoing commitment to strengthening delivery and outcomes.

Our Priorities	
Increase specialist housing supply	Deliver more extra care, supported living, and specialist accommodation to meet growing and unmet demand across older people, mental health, and learning disability needs.
Shift towards independent, 'own front door' living	Reduce reliance on residential and shared provision by expanding self-contained, flexible housing options that promote independence and choice.
Expand extra care housing provision	Accelerate delivery of 5 new extra care schemes to support ageing in place and reduce pressure on residential and hospital-based care.
Deliver a more diverse and flexible housing offer	Provide a wider range of housing types, tenures, and models, including options for owner occupiers, step-up or step-down provision, and crisis accommodation.
Align housing with health and care pathways	Strengthen integration between housing, health and social care to support prevention, hospital discharge, and long-term wellbeing.
Improve accessibility and	The emerging Local Plan requires 4% of homes on larger sites to meet wheelchair-user standards (M4(3)). This is

Our Priorities	
adaptability of homes	around 18 per year. This means homes will be built to full wheelchair-user standard, either ready to move into or easily adaptable, to meet the needs of Bury's disabled residents.
Develop provision for complex and overlapping needs	Deliver smaller-scale, specialist schemes, for example micro-schemes, for people with high support needs, autistic people and people with behaviours of concern that cannot be safely supported in shared settings.

Priorities for Children in Care and Care Leavers

At its core, the Council's strategy is about keeping children close to home and ensuring that, as they move into adulthood, they are not just housed but supported to live independently and successfully.

Bury Council's approach to children in care and care leavers is focused on providing stable, suitable accommodation locally and supporting young people to transition successfully into adulthood. This approach is being shaped by rising demand and increasing complexity of need. More children are entering care, including those with neurodiversity, mental health needs, and unaccompanied asylum-seeking children. At the same time, a shortage of foster carers, particularly for older young people and those with more complex needs, has led to greater reliance on residential provision, often in the private sector and sometimes outside the borough.

In response, Bury is strengthening both its strategic framework and its supply of provision. A key priority is supporting young people into adulthood through stable accommodation and the development of independent living skills. The introduction of the Joint Housing Protocol and priority access to housing for care leavers has improved coordination between housing, children's, and adult services. A clear and structured accommodation pathway is in place, offering a range of options including Staying Put arrangements, supported lodgings, supported accommodation, and independent tenancies.

Crucially, the council is also expanding locally commissioned provision to reduce reliance on external placements and better meet identified needs. This includes plans to reintroduce in-house children's homes, alongside new supported accommodation: 40 units of self-contained transitional housing for care leavers aged 18-25, 20 units for young families, and 9 units of Ofsted-registered provision for 16-17 year olds. These schemes are designed as supported, short-term accommodation with a focus on building independence and ensuring clear move-on routes into settled housing.

New Areas to Explore

Bury Council will strengthen support for care leavers by developing more flexible and responsive housing and support pathways that better reflect individual needs. This includes exploring alternative accommodation models, such as Shared Lives approaches, to provide stable, transitional options while young people await move-on housing.

Recognising that many care leavers require practical, hands-on support to live independently, the council will explore community-based approaches to build essential life skills. This could include partnership models with the voluntary and community sector to provide light-touch, tailored support with budgeting, managing a tenancy, and maintaining a home.

The council will also improve how information and guidance is provided, ensuring it is clear, accessible and available at the point it is needed. This includes exploring digital solutions, such as interactive tools or apps, to offer simple, timely advice on managing tenancies, paying rent and accessing support, helping care leavers to sustain their tenancies, and build confidence in independent living.

Bury Council has developed a coordinated approach to support care leavers into suitable housing, combining early planning through Pathway Plans. Linked to the council's affordable housing programme, a percentage of new homes on relevant schemes are earmarked for care leavers, an approach recognised by the Local Government Association as best practice.

Survivors of Domestic Abuse

Bury's vision is to create a borough where domestic abuse is prevented wherever possible, victims and their children are protected and supported, and perpetrators are held accountable and supported to change behaviour.

Domestic abuse can affect victims, children, families and communities, causing serious harm and long-lasting impacts. It requires a coordinated response focused on prevention, early intervention, safeguarding, enforcement and recovery.

We will work with partners to ensure victims and their children are protected and supported, and that children are recognised as victims in their own right. Safe accommodation will be a core part of this response, including refuge provision, dispersed units and support services.

We will support the prevention of homelessness, rapid access to safe housing and long-term resettlement, including for people with complex needs or no recourse to public

funds. We will also work through coordinated multi-agency arrangements to manage risk, share information and improve support. Our priorities are to:

- Provide timely advice and support to victims and survivors who are homeless or at risk of homelessness because of domestic abuse.
- Support access to safe accommodation, including refuge, dispersed accommodation and other suitable options where needed.
- Improve move-on options from refuge and temporary accommodation into settled, suitable housing.
- Work with partners across housing, health, social care, police, community safety and specialist domestic abuse services to provide a coordinated response.
- Strengthen information sharing and joint working so that risks are identified earlier and support is better joined up.
- Ensure frontline staff are trained to recognise domestic abuse, respond sensitively and make appropriate referrals.
- Use learning from Domestic Homicide Reviews, local data and service experience to improve services and reduce harm.

Through this approach, the local authority will help reduce harm, improve safety and support victims and families to rebuild their lives.

07 Preventing Homelessness and Creating Pathways to Stability

We believe that having a safe, secure, and affordable home is fundamental to people's lives. It provides stability, supports independence, and has a direct impact on physical health, mental wellbeing, and life chances. Without a stable home, it is much harder for people to sustain employment, maintain relationships, or access the support they need. Preventing homelessness is therefore not just about housing, it is about improving outcomes across health, care, and wider public services.

Our ambitions reflect this wider direction of travel across Greater Manchester. Through programmes such as 'Housing First', there is a clear recognition that housing is the foundation for improving social and economic outcomes, particularly for those with more complex needs.

Preventing Homelessness and Supporting Housing Stability

National Alignment

The review of Bury Council's Homelessness Strategy 2022-2025 shows strong alignment with the government's emerging national direction, with a clear shift from crisis response towards prevention, early intervention, and whole-system partnership working. Our approach supports national priorities to reduce reliance on temporary accommodation, improve outcomes for children and families, and strengthen move-on and tenancy sustainment pathways. Its emphasis on Housing First principles, trauma-informed and person-centred support, lived experience, co-production, data quality, and partnership governance positions Bury well to respond to future policy and funding reforms.

Our Ambition

Bury Council's ambition is to ensure that homelessness is rare, brief, and non-recurrent. This will be achieved through a strong focus on prevention, early intervention, and partnership working, recognising that homelessness is driven by a complex range of factors including affordability pressures, health needs, and instability in the housing market.

A Strong Evidence Base and New Strategy

A comprehensive Homelessness Review has recently been completed, providing a robust and up-to-date evidence base on demand, system pressures, and service performance. This will inform the development of a new Homelessness Strategy from 2026 onwards.

The council will undertake a prioritisation of the review's recommendations and develop a detailed action plan, with implementation beginning from October. This provides a clear opportunity to reset and strengthen the borough's approach, building on progress while responding to increasing demand and complexity.

There has been a sharp rise in homelessness pressures since 2022, driven by cost-of-living increases, in-work poverty, rising private rents, loss of private rented tenancies, increased use of temporary accommodation, growth in rough sleeping, and additional pressure from asylum decisions and Notices to Quit. Even where statutory homelessness acceptances have reduced, overall demand for advice and support continues to rise, with more people disengaging before prevention can succeed.

A Prevention-First Approach

The new strategy will be underpinned by a prevention-first, whole-system approach. It will focus on intervening earlier, reducing inflows into homelessness, and ensuring services are person-centred, trauma-informed, and aligned across housing, health, social care, and wider partners. Lived experience and co-production will continue to shape services, ensuring that responses are grounded in the real experiences of residents. The strategy will be based around four pillars:

1	Strengthening prevention Through earlier advice, targeted interventions, and reducing tenancy loss.
2	Increasing access to housing Across all tenures, including improving allocations and housing options.
3	Providing safe and suitable accommodation Including sufficient and good-quality temporary housing and improved move-on.
4	Reducing rough sleeping Through targeted, multi-agency support for people with complex needs.

Reducing Reliance on Temporary Accommodation

A key focus is reducing reliance on costly and unsuitable temporary accommodation, particularly bed and breakfast provision. The council is shifting towards a more sustainable model based on self-contained, good-quality temporary homes, supported by a clear cap on supply to maintain a focus on prevention and move-on.

This approach will improve outcomes for households while delivering significant cost savings.

Increasing Housing Supply and Move-On Options

The council will strengthen its housing-led response by increasing the supply of affordable homes and making better use of existing stock. This includes:

- Using Right to Buy receipts to acquire homes.
- Expanding supported accommodation provision.
- Delivering schemes that combine housing with support to enable move-on.

These approaches reduce reliance on emergency accommodation and create clearer pathways into long-term housing stability.

Partnership Working and the Role of the Private Rented Sector

Partnership working will remain central, including stronger engagement with private landlords, Registered Providers, and the voluntary and community sector. There will also be a renewed focus on improving access to the private rented sector as a sustainable housing option, alongside better support to help tenants sustain their accommodation.

Looking Ahead

Overall, Bury's approach represents a shift from crisis management to a proactive, prevention-led system, focused on stability, independence, and long-term outcomes for residents.

08 Shaping a Fair, Safe, and Stable Private Rented Sector

The private rented sector plays a critical and growing role in Bury's housing market, providing homes for a wide range of residents. For many, it is not a short-term option but a long-term home. This makes the quality, affordability, and security of private rented housing essential, as poor-quality homes can significantly impact physical and mental health, while a lack of security can create instability and anxiety.

The sector faces a number of challenges, including rising rents, variable property standards, and inconsistent management practices. This is an area of growing importance, and one where we recognise we need to strengthen our understanding of who is living in the sector and their lived experience, so that our approach is informed, targeted, and effective. We will take a balanced approach, that supports responsible landlords while taking firm action to tackle poor standards and management.

Building a Better Understanding of the Private Rented Sector

17.8%	of households now rent privately, more than double since 2001.
14,367	households in the PRS (2021), up from 10,774 in 2011.
60%	of private renters earn under £26,000 a year, £39,500 is required for entry level rents.
80-90%	rent increase since 2010; average now £823-£949 per month.
22.6%	of private rented homes are non-decent.
18.1%	of private renters are dissatisfied with their home's condition.

While we have a strong evidence base on the scale and profile of the private rented sector in Bury, including the number of households, rent levels, and affordability pressures, we recognise that data alone does not fully capture how the sector is experienced in practice.

Over the lifetime of this strategy, we will build a richer understanding of the private rented sector, exploring the lived experiences of both tenants and landlords. This will include issues such as security, affordability, property conditions, access to support,

and the challenges faced by responsible landlords operating in a changing regulatory environment.

By combining quantitative data with real insight from those directly involved, we will develop a more nuanced picture of the sector. This will enable the council to take a more targeted, evidence-led approach, shaping interventions that respond to real-world challenges, improve standards and support a more stable, accessible and well-functioning private rented sector.

Improving Our Understanding of Who Lives in the Private Rented Sector

Houses in Multiple Occupation play an important role in meeting housing need in Bury, particularly for households with limited options. There are currently 159 licensed Houses in Multiple Occupation accommodating over 800 households, with concentrations around Bury Town Centre, Walmersley Road, Knowsley Street, and other central routes. To better manage growth, quality, and neighbourhood impacts, the council is progressing a borough-wide Article 4 Direction and an updated Houses in Multiple Occupation Supplementary Planning Document, so future conversions can be assessed through the planning system.

Strengthening Standards and Enforcement through the Renters' Rights Act

The Renters' Rights Act represents a major shift in how the private rented sector is regulated, significantly strengthening expectations on landlords and protections for tenants. Bury Council will seek to maximise its positive impact for both tenants and responsible landlords.

Bury Council is taking a proactive and increasingly robust approach to improving standards in the private rented sector, recognising its growing importance within the borough's housing system.

Through its established Private Sector Housing Enforcement Policy, the council is already using its statutory powers to tackle poor housing conditions, address ineffective management, and ensure homes are safe and fit for occupation. This is supported by a focus on targeted enforcement, constructive engagement with landlords, and collaboration across Greater Manchester.

Looking ahead, the council is preparing for the introduction of the Renters' Rights Act, which will significantly strengthen tenant protections and place new responsibilities on local authorities. The legislation is expected to improve security for tenants, increase transparency around property conditions, and enhance the council's ability to enforce

standards. A key element will be the introduction of a national private rented sector database, enabling better identification of non-compliant landlords.

In response, Bury is creating a dedicated Environmental Health Officer role to focus on inspections, complaint investigation and compliance activity, ensuring the council is well-positioned to respond to increased demand and deliver a more effective, coordinated regulatory approach.

Improving Quality and Housing Standards

Building Capacity to Strengthen Enforcement

Bury Council is increasing enforcement capacity to respond to rising demand, more complex cases, and the additional responsibilities introduced through the Renters' Rights Act. Strengthening resources is essential to ensure housing standards can be effectively monitored and enforced across a growing private rented sector.

To support this, the council is participating in the Greater Manchester Environmental Housing Standards Officer scheme. This programme is helping to address the shortage of qualified enforcement officers by training apprentices within local authority teams. These officers gain practical experience inspecting properties, identifying hazards, and taking enforcement action, while working towards formal qualifications. This will increase enforcement capacity, improve housing standards, and ensure tenants are better protected across the private rented sector.

Selective Licensing

We want the private rented sector to be a tenure of choice, offering good quality, well-managed homes that residents can rely on. To support this, the council will explore the potential introduction of selective licensing, which requires landlords in designated areas to obtain a licence demonstrating that properties are well managed and meet required housing standards. Selective licensing can provide an effective tool to address poor conditions, tackle anti-social behaviour, and strengthen management practices, while generating income through licence fees for reinvestment into enforcement and landlord engagement. Any future approach will be carefully assessed to ensure it supports both tenants and responsible landlords while driving up standards across the sector.

09 Creating Sustainable, Healthy, and Thriving Neighbourhoods

Strong neighbourhoods are the foundation of a healthy and successful borough. In Bury, we recognise that health is driven not just by healthcare, but by housing quality, affordable warmth, access to green space, social connections, and the strength of local communities. Our strategy focuses on creating sustainable, healthy, and inclusive neighbourhoods where people can live well and thrive.

Our approach is rooted in prevention, partnership, and neighbourhood working. Through the Team Bury model we will bring housing, health, care, and community services together to provide joined-up, early support that helps residents stay independent and connected.

We will align housing growth with infrastructure, services, and green space, ensuring neighbourhoods are well-connected, resilient, and support active lifestyles. Alongside this, we will improve the quality and energy efficiency of homes to deliver warmer, more affordable living. Through regeneration and strong partnerships, we will create places that reduce inequalities and where people feel safe, supported and proud to live.

Healthy, Inclusive, and Connected Neighbourhoods

Our Ambition

Bury's Housing Strategy recognises that good housing and strong neighbourhoods are fundamental to improving health, wellbeing and life chances. Our ambition is to create places where people can live healthy, independent, and connected lives, supported by high-quality homes, strong communities, and access to the services they need. Housing will play a central role in addressing inequalities and supporting better outcomes across the borough.

A Preventative, Neighbourhood-Based Approach

Our approach is rooted in partnership and prevention. Through the Let's Do It! strategy and the Team Bury model, we will bring together housing, health, social care, and community services to deliver joined-up support. The neighbourhood model enables services to be coordinated locally through multidisciplinary teams, ensuring residents

receive timely, accessible support closer to home. Initiatives such as Live Well in Bury will continue to provide early help, addressing wider determinants of health such as social isolation, poverty, and poor housing before issues escalate.

Targeting Support and Building Resilient Communities

We will use data and local intelligence, including the Joint Strategic Needs Assessment and neighbourhood-level insight, to target support where it is most needed. Community hubs, libraries, and local organisations will play a key role in connecting residents to services and strengthening community resilience. We will also support residents with more complex needs through integrated approaches such as Changing Futures, and improve economic resilience through programmes like WorkWell, helping people remain in or return to employment. Together, this approach will create healthier, more inclusive and resilient neighbourhoods across Bury.

Changing Futures Programme

Bury is part of the Changing Futures programme, a Greater Manchester initiative that supports people experiencing multiple disadvantage, including homelessness, mental ill health, and substance misuse. The programme focuses on improving coordination between services and delivering more person-centred support.

In practice, this involves services working together across housing, health, social care, and the voluntary sector to support individuals with complex needs. The aim is to reduce fragmentation between services and improve outcomes for people who may otherwise experience repeated contact with crisis services.

Our Housing Needs and Demand Assessment shows a significant and growing health-related housing challenge: around 44,237 people in Bury were estimated to have a disability in 2022, rising to 49,265 by 2043, while the household survey estimates 48,203 people have an illness or disability. The largest groups are people with a long-standing illness or health condition, physical or mobility impairment, and mental health issues.

Bringing Long-Term Empty Homes Back into Use

There are approximately 1,600 long-term privately owned empty properties (empty for 6 months or more) in Bury.

The council has committed £1.6m of Section 106 affordable housing funding to purchase and refurbish long-term empty homes for affordable housing and has successfully used some of this funding to bring properties back into use.

Long-term empty homes represent both a challenge and an opportunity for Bury. These homes are a wasted resource at a time of growing housing need, contributing to neighbourhood decline, anti-social behaviour, and lost opportunities to support residents in need of housing.

While empty homes alone will not solve housing shortages, they can play an important role in increasing supply, reducing pressure on temporary accommodation and improving neighbourhood quality. We will build on the existing Empty Property Strategy by strengthening prevention, intervention, and enforcement activity. This includes earlier engagement with property owners to prevent homes becoming long-term empty, alongside targeted action to bring properties vacant for longer periods back into use. At the same time, we will prioritise tackling the negative impact of empty homes on communities, improving the appearance, safety, and vitality of neighbourhoods.

A key priority is moving from a largely reactive approach to a more proactive model. Increased capacity, supported by Greater Manchester Combined Authority funding, will enable the council to better identify, prioritise, and intervene in empty homes cases, focusing on those with the greatest potential to deliver housing outcomes or causing the most harm to communities.

We will also continue to expand practical delivery solutions. The Lease and Repair Scheme is a key example, working with private owners to bring properties back into use by offering guaranteed rental income, support with repairs and full management of the property. Alongside this, we will make use of a range of tools, including loans, enforcement powers and acquisitions to unlock empty homes and return them to productive use.

Case Study: Radcliffe

The property had remained vacant following probate after the owner passed away. As an ex-council home in an area of existing managed stock, it was a strong strategic acquisition. The council acquired it using S106 commuted sums and undertook a full refurbishment to bring it up to lettable standard.

Purchase	£90,000
Refurbishment	£30,661
Fees	£3,305
Total	£123,966

Outcome
• Property brought back into active use. • Now housing a family from the housing register. • Reduced risk of vandalism and neighbourhood decline. • Asset aligned with council stock standards.

Designing Healthy, Connected Communities

Bury's Housing Strategy will build on the strong policy foundation set by the emerging Local Plan, ensuring that housing delivery contributes to healthier, more inclusive, and well-connected communities by focusing on the quality of place and how homes, infrastructure, services, and the wider environment work together to support wellbeing and reduce inequalities.

New housing development will be expected to contribute positively to community life, supporting access to services, social inclusion, and improved health outcomes. We will ensure that growth is aligned with the infrastructure needed to support it, including health, education, and community facilities, so that both new and existing communities can thrive. This will be achieved through close partnership working and effective use of planning mechanisms to secure appropriate contributions from development.

Our approach ensures housing creates places that:
• Reduce social isolation, particularly for older people and vulnerable groups. • Provide safe, accessible environments that encourage walking, wheeling and cycling. • Are well-connected to services, public transport, and community facilities. • Include green and blue infrastructure supporting physical activity and mental wellbeing. • Embed health and wellbeing into planning and decision-making.

Our approach ensures housing plays a central role in creating places that are not only well-designed, but also support healthier, more connected, and resilient communities across Bury.

Accelerating the Transition to Low-Carbon Homes

70%

of homes currently below Energy Performance Certificate (EPC) C

2038

carbon-neutral target for Greater Manchester

Retrofit GM and Delivery

Bury is committed to playing its full role in Greater Manchester's ambition to become carbon neutral by 2038. The borough is aligning with the Retrofit GM programme to deliver large-scale retrofit, accelerating improvements to existing homes including insulation, low-carbon heating, and renewable energy, while ensuring new development meets higher energy standards from the outset.

Climate Action and Innovation

Bury's updated Climate Action Plan prioritises targeted action including securing external funding, improving housing stock data, and scaling up retrofit across both social and private sectors. The council is also progressing plans for a district heat network in Bury Town Centre to support both existing buildings and new development through low-carbon, efficient heating systems.

Warm Homes Local Grant

Bury is using the Warm Homes Local Grant to deliver targeted, area-based retrofit to some of the borough's least energy-efficient homes, focusing on low-income households most at risk of fuel poverty. By working in partnership with Greater Manchester Combined Authority, the council is bringing significant external investment into the borough to improve insulation, install low-carbon heating and reduce energy costs for residents.

The approach is deliberately neighbourhood-focused, starting in areas with older, lower-performing housing stock to maximise impact at scale. Alongside physical improvements, local engagement will ensure residents understand and benefit from the changes, helping to build confidence in retrofit.

This programme supports multiple strategic priorities, reducing fuel poverty, improving housing quality, cutting carbon emissions and delivering healthier homes, while demonstrating how targeted investment can deliver both environmental and social benefits at a local level.

The Home Improvement Team has worked in partnership with Greater Manchester Combined Authority to promote the Greater Manchester Retrofit Portal, an online platform providing residents with impartial advice on home energy efficiency improvements, available support, and access to accredited installers. This has delivered 302 energy efficiency retrofit installs via the Energy Company Obligation 4 and Local Authority Flexibility attracting £1,678,709 investment into the borough. This has resulted in average annual energy bill savings of £595.67 and saved 942.50 tonnes of CO₂ per year.

The emerging Local Plan as well as the Places for Everyone Joint Plan include measures that will support ambitions for Greater Manchester to be carbon neutral by 2038 and for all new development to be zero net carbon in operation by 2028.

Leading the Way: Retrofit and Net Zero in Council Housing

Bury Council is implementing a programme of housing retrofit and decarbonisation to improve the energy efficiency of its housing stock and support the borough's wider ambition to become carbon neutral by 2038.

Delivering a Whole-House Approach to Retrofit

Bury Council is adopting a whole-house retrofit approach, moving beyond Energy Performance Certificate ratings to improve performance, comfort, and health. A fabric-first strategy, focusing on insulation, windows, and building performance reduces energy demand, lowers bills, and prepares homes for low-carbon heating such as heat pumps. To prevent condensation, damp, and mould as homes become more airtight, ventilation improvements are included, such as enhanced extract and passive or mechanical systems, ensuring good air quality and healthy living conditions.

Scaling Up Delivery and Investment

The council is accelerating retrofit delivery by aligning programmes with national funding and its own capital investment plans. Retrofit measures are increasingly integrated into planned maintenance and improvement works, ensuring better value for money and reduced disruption for tenants. Initiatives such as the Lease and Repair Scheme, Social Housing Decarbonisation Fund projects, and neighbourhood-level schemes like Stanley Close demonstrate retrofit in practice. Alongside this, the council is investing in renewable energy including solar photovoltaic (PV) panels to support the transition to low-carbon homes.

Building a Data-Led, Long-Term Retrofit Programme

To support long-term delivery, Bury is strengthening its evidence base and adopting national standards such as PAS 2035 (retrofit standard). Through stock condition surveys and retrofit assessments, the council is developing a clearer understanding of its housing stock and future investment needs. Improving data systems and exploring new platforms will enable a more strategic, targeted approach to decarbonisation, helping prioritise investment and respond quickly to funding opportunities, supporting the development of a long-term pipeline to meet the 2038 carbon-neutral ambition.

In Bury, all new developments will be net zero carbon in operation by 2028

10 Delivering the Strategy

Action, governance, monitoring, and partnerships. This section sets out how we will translate our ambitions into action, with clear accountability, transparent monitoring, and strong partnership working.

This strategy sets a clear direction, but its success depends on effective action, strong governance, robust monitoring, and meaningful partnerships. In a challenging financial context, with increasing demand and limited resources, we will be focused, realistic, and outcomes driven.

We will prioritise activity where it has the greatest impact, working collaboratively with partners across the public, private, and voluntary sectors to maximise resources and unlock delivery. Progress will be monitored through clear measures and reported transparently, enabling us to adapt and respond to changing circumstances.

Strategic Outcomes

The following outcomes will be used to measure the success of this strategy:

1	Housing delivery meets our housing requirement, with an average of at least 452 new homes delivered annually and a strong pipeline of developable sites.
2	A significantly increased supply of affordable housing, particularly social rent, to better meet local demand.
3	A broad mix of homes is delivered to address the housing needs of the local community.
4	New housing contributes to high-quality, sustainable places, with strong links to infrastructure, services, and economic opportunities.
5	New and existing homes across all tenures are safe, warm, and energy efficient, contributing to improved health outcomes and reduced fuel poverty.
6	Housing quality in the private rented sector is improved, with higher compliance and stronger enforcement of standards.
7	Empty and underused homes are brought back into use, increasing overall housing supply and making better use of existing assets.

8	People are supported to sustain their homes, with reduced tenancy breakdowns and improved stability.
9	Homelessness is reduced through prevention and early intervention, with fewer households reaching crisis point.
10	Clear, effective housing pathways are in place, supporting independence and better transitions for people with support needs.
11	The borough makes measurable progress towards net zero, with reduced carbon emissions through improved energy efficiency and low-carbon heating.
12	Bury Council is recognised as a high-performing landlord and system leader, with improved tenant satisfaction and effective partnership working.

By taking a disciplined, collaborative, and flexible approach, we will ensure this strategy delivers measurable and lasting change for residents and communities across Bury.

Glossary

A Bed Every Night

A Greater Manchester programme providing emergency accommodation and support for people sleeping rough or at risk of rough sleeping.

Accessible and adaptable homes

Homes designed or capable of being adapted to meet the needs of people with disabilities, mobility issues, or changing needs over time.

Affordable housing

Housing provided below market cost for eligible households whose needs are not met by the open market. This can include social rent, affordable rent, shared ownership, and other affordable home ownership products.

Affordable home ownership

Housing products that help households buy a home at a lower cost than the open market, such as shared ownership and discount market housing.

Affordable rent

Rented housing let by councils or Registered Providers at below market rent, but usually above social rent levels.

Ageing in place

Supporting people to remain living safely and independently in their own home or community as they grow older.

Ageing well at home

An approach focused on helping older residents plan ahead, access adaptations, support and technology, and remain independent for longer.

Allocations

The process by which social or affordable rented homes are let to households, usually through a housing register or choice-based lettings system.

Article 4 Direction

A planning tool that removes certain permitted development rights, meaning specific changes, such as conversion to Houses in Multiple Occupation, require planning permission.

Asset Management Strategy

A strategic plan for managing, maintaining, and investing in housing stock and land assets over the long term.

Assistive technology

Technology that supports people to live independently, such as falls detectors, digital alarms, sensors, medication reminders, and GPS devices.

B&B accommodation

Bed and breakfast accommodation used as temporary housing, usually for households experiencing homelessness. It is generally considered unsuitable for long-term use, especially for families.

Biodiversity net gain

An approach to development that leaves the natural environment in a measurably better state than before.

Brownfield land

Previously developed land that may be vacant, derelict, or underused and may be suitable for reuse for housing or regeneration.

Build-to-Rent

Purpose-built private rented housing, usually delivered and managed by institutional investors or specialist operators.

Buy Back Policy

A council policy that allows the acquisition of former Right to Buy homes, empty properties or new-build homes to increase affordable or temporary housing supply.

Carbon neutral

A position where carbon emissions are reduced as far as possible, with any remaining emissions balanced by removal or offsetting.

Care leavers

Young people who have been looked after by the local authority and are transitioning from care into adulthood and independent living.

Community hubs

Local facilities that bring together services, support, activities, and advice for residents.

Community-led housing

Housing developed or managed with significant involvement from local communities, often to meet locally identified needs.

Committed sums

Financial contributions paid by developers to meet needs arising from new development (for example for recreation) or instead of delivering affordable housing directly on-site, secured through planning obligations.

Council homes

Homes owned and managed by the council, usually let at social or affordable rents.

Cross-subsidy

A delivery model where income from market housing or commercial uses helps fund affordable housing or regeneration.

Decent Homes Standard

A minimum standard for social housing, covering issues such as repair, facilities, warmth, and modernisation.

Deferred land payment

A development arrangement where payment for land is delayed, helping improve scheme viability or delivery.

Development framework

A planning and delivery document that sets principles for how a major site should be developed, including the existing characteristics of the site, a future vision and masterplan for the site, development principles against which future planning applications will be assessed, and essential infrastructure requirements.

Digital connectivity

Access to reliable digital infrastructure, such as broadband and mobile connectivity, supporting independence, services, and modern living.

Disabled Facilities Grant

Funding used to adapt homes so disabled residents can live safely and independently, for example through stairlifts, ramps, or accessible bathrooms.

District heat network

A low-carbon heating system that supplies heat to multiple buildings from a central source.

Downsizing

Moving to a smaller home, often because a larger property is no longer needed or suitable.

Emerging Local Plan

Bury's developing statutory planning document setting out how land will be used and developed, including housing, employment, infrastructure, and affordable housing requirements.

Empty homes

Properties that are unoccupied. Long-term empty homes are usually those empty for six months or more.

Energy Company Obligation

A government energy efficiency scheme requiring energy suppliers to fund improvements to eligible homes.

Energy efficiency

Measures that reduce energy use in homes, such as insulation, efficient heating, better windows, and renewable energy.

Energy Performance Certificate

A rating showing how energy efficient a property is, usually graded from A to G.

Estate regeneration

Investment, redevelopment, or remodelling of council estates to improve homes, public spaces, infrastructure, and neighbourhood quality.

Extra Care housing

Self-contained housing for older people or adults with care needs, with access to on-site care and support, often available 24 hours a day.

Fabric-first approach

A retrofit approach that prioritises improving the building itself, such as insulation, windows, and ventilation, before installing new heating systems.

First-time buyers

Households seeking to purchase their first home, often affected by affordability pressures.

Fuel poverty

A situation where a household struggles to afford adequate heating and energy due to low-income, high-energy costs or inefficient housing.

Greater Manchester Combined Authority

The regional authority made up of Greater Manchester councils and the Mayor of Greater Manchester, coordinating strategic work on housing, transport, growth, and other priorities.

Good Growth Fund

A Greater Manchester funding stream used to support regeneration, investment, and inclusive growth.

Green and blue infrastructure

Natural and semi-natural spaces such as parks, trees, rivers, ponds, and wetlands that support health, biodiversity, drainage, and climate resilience.

Gypsies, Travellers, and Travelling Show People

Communities with specific accommodation needs, including pitches and plots, considered through housing and planning evidence.

Homelessness prevention

Action taken early to stop people becoming homeless, such as advice, mediation, tenancy sustainment, or support to access alternative housing.

Homelessness Strategy

A local strategy setting out how the council and partners will prevent and respond to homelessness.

Housing First

An approach that provides stable housing as the first step for people with complex needs, alongside intensive support.

Housing-led regeneration

Regeneration where new housing plays a central role in revitalising places, increasing footfall, supporting services, and attracting investment.

Housing market area

A geographical area with shared housing market characteristics, such as prices, demand, tenure, and stock type.

Housing Needs and Demand Assessment

Evidence that identifies current and future housing needs, including type, tenure, size, affordability, and specialist housing requirements.

Housing register

A list of households applying for social or affordable rented housing.

Housing requirement

The minimum number of homes that the development plan seeks to provide over the plan period.

Housing Revenue Account

A ring-fenced council account used to manage income and expenditure relating to council housing.

Housing standards

Legal, regulatory, or policy expectations for the condition, safety, quality, and management of homes.

Houses in Multiple Occupation

Properties occupied by multiple unrelated households who share facilities such as kitchens or bathrooms.

Inclusive growth

Economic growth that benefits all residents and communities, especially those experiencing disadvantage.

Infill development

Building new homes on small or underused plots within existing built-up areas or estates.

Infrastructure

Services and facilities needed to support development and communities, including roads, schools, healthcare, green space, public transport, and utilities.

Institutional investment

Investment from large organisations, such as pension funds or investment funds, often used to support Build-to-Rent or regeneration schemes.

Joint Housing Protocol

An agreed approach between services, such as housing and children's services, to support care leavers and young people into suitable accommodation.

Joint venture

A partnership arrangement where two or more organisations work together to deliver a project, sharing risks, investment, and benefits.

Key workers

People employed in essential services, such as health, care, education, public services, or local industries, who may need affordable housing close to work.

Lease and Repair Scheme

A scheme where the council works with private owners to bring empty properties back into use, offering repair support, management, and guaranteed rental income.

Level-access homes

Homes designed without steps or with accessible layouts, making them suitable for people with mobility needs.

Live Well in Bury

A local preventative support offer helping residents access advice, community support, and services to improve wellbeing and independence.

Local Authority Housing Fund

Government funding available to councils to provide housing for specific groups and support temporary and permanent accommodation solutions.

Local Housing Allowance

The rate used to calculate housing benefit or Universal Credit housing support for private renters.

Local Plan

A statutory planning document setting out where and how development should happen in a local authority area.

Low-carbon heating

Heating systems that produce lower carbon emissions than traditional gas heating, such as heat pumps or district heat networks.

Market housing

Housing sold or rented at open market prices without subsidy.

Mayoral Development Zone

A designated area supported by mayoral powers to accelerate growth, investment, and regeneration.

Micro-schemes

Small-scale specialist housing schemes, often designed for people with complex needs who require tailored support.

Mixed tenure

Development that includes different housing tenures, such as market sale, private rent, social rent, affordable rent, and shared ownership.

Modern Methods of Construction

Innovative building techniques, often including off-site manufacturing, used to speed up delivery and improve quality.

Move-on accommodation

Housing that enables people to move from temporary, supported, or emergency accommodation into more settled housing.

Multiple disadvantage

Experiencing several overlapping challenges, such as homelessness, mental ill health, substance misuse, offending, or domestic abuse.

Nationally Described Space Standards

National standards setting minimum internal space requirements for new homes.

Net zero carbon

A state where carbon emissions from a home or development are reduced as far as possible and any remaining emissions are balanced.

Neighbourhood model

A way of organising services locally around communities, often through multidisciplinary teams and local hubs.

No Recourse to Public Funds

An immigration condition preventing a person from accessing most welfare benefits, housing assistance, or public funds.

Older persons' accommodation

Housing designed for older people, which may include independent living, age-exclusive housing, sheltered housing, or Extra Care.

Own front door accommodation

Self-contained housing where residents have their own tenancy and private living space, rather than shared or institutional accommodation.

PAS 2035

A national standard for domestic retrofit, setting out how retrofit projects should be assessed, designed, and delivered.

Patient equity

Long-term investment that accepts slower returns to support regeneration or development over time.

Pathway Plans

Plans used to support care leavers as they move towards adulthood, including housing, education, employment, and support needs.

People with additional needs

Residents who may require adapted housing, support, or specialist accommodation due to age, disability, mental health, learning disability, autism, or other circumstances.

Places for Everyone

The joint strategic plan for Greater Manchester districts, setting housing and employment growth requirements and allocating strategic sites.

Placemaking

Designing and managing places so they are attractive, safe, inclusive, healthy, and well connected.

Planning obligations

Legal agreements, often known as Section 106 agreements, used to secure affordable housing, infrastructure, or other contributions from development.

Prevention-first approach

A service model focused on acting early to avoid crises, such as homelessness, hospital admission or tenancy breakdown.

Private Rented Sector

Homes rented from private landlords, including individual landlords, letting agents and institutional providers.

Private Sector Housing Enforcement Policy

A council policy setting out how statutory powers will be used to tackle poor housing standards and management in private housing.

Purple Flag accreditation

An accreditation recognising town centres that offer a safe, welcoming, and well-managed evening and night-time economy.

Registered Provider

A housing association or other organisation registered to provide social housing.

Registered Provider Framework

A council framework of selected housing associations used to support affordable housing delivery on council-owned or other sites.

Regeneration framework

A plan setting out the long-term vision, principles, and delivery approach for transforming an area.

Renters' Rights Act

Legislation intended to strengthen protections for private renters and increase responsibilities for landlords and local authorities.

Retrofit

Improving existing homes to make them warmer, healthier, more energy efficient, and lower carbon.

Retrofit GM

A Greater Manchester programme supporting large-scale retrofit of homes across the city-region.

Right to Buy

A scheme allowing eligible council tenants to purchase their council home at a discount.

Right to Buy receipts

Money received by councils from Right to Buy sales, which can be used to support replacement affordable housing.

Right-sizing

Helping households move to a home that better matches their needs, whether smaller, more accessible, or more affordable.

Rough sleeping

Sleeping outside or in places not designed for habitation, such as streets, cars, tents, or abandoned buildings.

Section 106 agreement

A legal agreement between a council and developer securing planning obligations, such as affordable housing or financial contributions.

Selective licensing

A licensing scheme requiring private landlords in designated areas to meet management and property standards.

Shared ownership

An affordable home ownership model where a household buys a share of a property and pays rent on the remaining share.

Social Housing Decarbonisation Fund

Government funding to improve the energy efficiency and carbon performance of social housing.

Social rent

Rented housing provided by councils or Registered Providers at rents typically lower than affordable rent and market rent.

Specialist housing

Housing designed for people with specific needs, such as older people, disabled people, people with learning disabilities, autistic people, or those with mental health needs.

Staying Put

Arrangements allowing young people leaving care to remain living with former foster carers after they turn 18.

Strategic allocations

Large development sites allocated through a plan for long-term housing, employment, or mixed-use growth.

Supported accommodation

Housing with support services provided to help residents live independently or move towards independence.

Supported housing

Housing linked to support for people who need help to live independently, including older people, care leavers, people with disabilities, or people experiencing homelessness.

Supported living

Self-contained or shared housing where people with care or support needs receive assistance while maintaining independence.

Sustainable communities

Places that are well designed, connected, inclusive, environmentally responsible, and supported by infrastructure and services.

Temporary accommodation

Short-term accommodation provided to households experiencing homelessness while longer-term housing options are arranged.

Tenant Incentive Scheme

A scheme supporting tenants to move to more suitable homes, often helping those under-occupying larger properties to downsize.

Tenant voice

The involvement and influence of tenants in shaping housing services, decisions, policies, and priorities.

Tenancy sustainment

Support that helps people keep their home, manage rent, resolve issues, and avoid homelessness.

Tenure

The basis on which a home is occupied, such as owner occupation, private rent, social rent, affordable rent, or shared ownership.

Technology Enabled Care

Digital and assistive technologies that help people live safely and independently at home.

Town centre living

New housing in town centres, supporting regeneration, footfall, local services, public transport use, and mixed-use places.

Trauma-informed support

Support that recognises the impact of trauma and seeks to avoid re-traumatisation, build trust, and respond sensitively to individual needs.

Under-occupation

Where a household lives in a home larger than it needs, often creating opportunities for rightsizing to free larger homes for families.

Viability

Whether a development is financially deliverable after accounting for costs, values, affordable housing, infrastructure, and developer return.

Warm Homes Local Grant

Funding used to improve energy efficiency and low-carbon heating in homes, especially for low-income households at risk of fuel poverty.

Wheelchair-user standards

Housing standards requiring homes to be suitable, or easily adaptable, for wheelchair users.

Whole house retrofit

A coordinated approach to improving the entire home, including insulation, ventilation, heating, and renewable energy, rather than isolated measures.

WorkWell

A programme supporting people to remain in or return to employment, linked to wider wellbeing and economic resilience.

Zero net carbon in operation

A standard where a building's day-to-day energy use produces no net carbon emissions, usually through high efficiency and low-carbon or renewable energy.

This page is intentionally left blank

2. Introduction – Understanding and Delivering Bury's Housing Strategy



Housing Context

Bury faces increased housing demand and worsening affordability, pushing more residents into private rented accommodation or housing waiting lists.

Strategic Housing Plan

The Housing Strategy provides a ten-year framework to proactively address housing pressures and support wider community goals.

Community and Wellbeing Focus

The Strategy aims to improve life chances, create stability and ensure all residents have a suitable home to live well.

Collaboration and Innovation

Partnership working is a key component of housing strategy delivery, enabling a more responsive and effective approach to meeting the needs of Bury residents.

Bury
Council

3. Borough Vision and Objectives

Vision: Everyone in Bury has access to a safe, affordable home that supports health, independence and thriving communities.

Demographic Challenges

- Bury has steady population growth with increasing ethnic diversity and a rising number of older residents aged 50 to 64.
- Household sizes are getting smaller - more people are living alone.
- There are more people with complex housing needs, and greater demand for specialist and supported accommodation.

Strategic Framework

Five strategic objectives underpin the Strategy.

Alignment

The strategy aligns with the Council's Corporate Plan; Let's do it Strategy and the Greater Manchester Housing Strategy.

5 Strategic objectives:

Deliver more homes

Improve the quality, efficiency and use of homes

Enable access to homes that meet needs

Prevent homelessness and create pathways to stability

Be an excellent landlord, better homes, stronger places

Bury
Council

4. Achievements Since the Last Housing Strategy

Housing Delivery and Affordability

Facilitated delivery of over 1,300 new homes including around 400 affordable homes and specialist housing schemes across various tenures.

Circa 6,400 new homes to be delivered on PfE sites (25% affordable housing).

Urban Regeneration

Unlocked brownfield sites and reshaped town centres, attracting external funding - £33 m Bury Market scheme and new Flexi Hall, £40 m Radcliffe Hub and £42 m investment to create a vibrant new village centre in Prestwich, with new homes and an expanded retail and leisure offer.

Investment

Improved over 2,400 council homes, accelerating the transition to low carbon homes. Strengthened enforcement and housing standards.

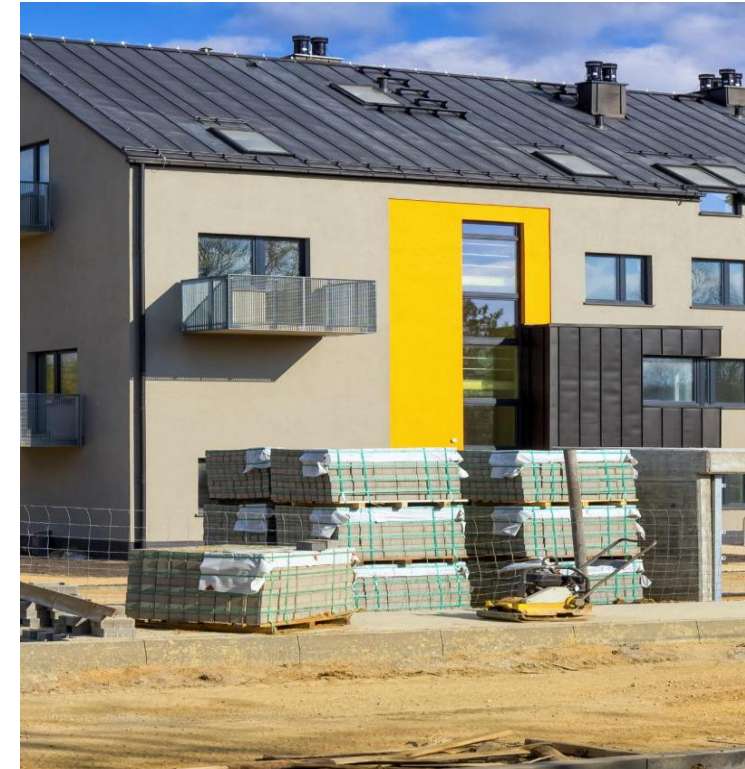
Scaling up Support

Increased provision for rough sleepers, care leavers and those with additional needs; reduced reliance on costly B&Bs.

Commitment to build 5 new extra care schemes across the borough.

Housing Management

Housing management back in-house for stronger control, oversight and consistency; ongoing stock condition surveys to guide long-term investment.



Bury
Council

5. Accelerating Housing Delivery



Building more family housing (both market and affordable), smaller homes, specialist and supported accommodation and accessible housing.



Maximising affordable housing delivery, particularly social rent.



Strengthening our delivery pipeline; scaling up provision on council-owned brownfield sites.



Working with partners to unlock sites and ensure infrastructure and services keep pace with development.



Maximising funding and investment opportunities to close viability gaps on brownfield and regeneration sites.



Driving forward town centre renewal and progressing delivery on PfE sites (Elton Reservoir, Northern Gateway, Walshaw and Simister/Bowlee).



Bolstering long term collaboration - strengthening our registered provider partnerships.

6. Town Centres

Repositioning town centres for the future.

Key Locations:

- Bury Town Centre - 1,800+ homes in pipeline.
- Radcliffe - moving from strategy to delivery.
- Prestwich - regeneration underway.
- Whitefield and Ramsbottom - plans to improve town centres.

Our Approach:

- Mixed-use, vibrant communities (homes, jobs and leisure combined).
- More town centre living to support local economies and increase footfall.
- Integrating social and affordable housing within regeneration.
- Better use of land and infrastructure to support long-term economic growth.

Radcliffe Hub



7. Council Homes and Neighbourhoods to Be Proud Of

Stronger Governance and Accountability

Bringing housing services back in-house has improved governance, compliance and performance.

Investment in Quality Homes

Circa £60 million committed to meet Decent Homes Standards and improve housing quality.

Tenant Engagement

Commitment to move from consultation to genuine influence, ensuring services are shaped by tenants and residents.

Planning for Future Growth

Review of housing stock and land assets to identify opportunities to build new homes, modernise existing homes and improve neighbourhoods.



Bury
Council

8. Supporting People to Live Well and Independently at Home



Expanding Provision

Increasing extra care and supported housing options and developing more specialist, accessible housing for people with complex needs.

Role of Technology Enabled Care

Better use of digital technologies, equipment and systems to keep individuals safe and independent, reducing reliance on hospitals and residential care.

Shift to Independent Living Models

Moving away from traditional models towards more flexible, housing solutions that promote independence.

Strategic Planning

Development of a Specialist Housing Needs Assessment and Supported Housing Strategy to guide future demand.

9. Preventing Homelessness and Creating Stability

Sharp rise in homelessness pressures since 2022 driven by:

- Cost-of-living increases.
- In-work poverty – employment does not guarantee a decent standard of living!
- Rising private rents and loss of private rented tenancies.
- Increased use of temporary accommodation.
- Growth in rough sleeping.
- Additional pressures from net inward migration.



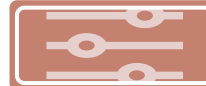
New Homelessness Strategy in development focussing on:



Strengthening prevention by aligning services across housing, health, social care and wider partners.



Increasing access to housing across all tenures and reducing reliance on costly and unsuitable temporary accommodation



Improving allocations and housing options



Reducing rough sleeping through targeted, multi-agency support



Supporting tenants to sustain their accommodation.



Improving access to the private rented sector.

10. Shaping a Fair and Safe Private Rented Sector

Challenges

- Rising rents.
- Affordability pressures
- Variable property standards.
- Inconsistent management practices.

The Council's Approach

- Ensure compliance with the Renters' Rights Act.
- Targeted enforcement to tackle poor housing conditions.
- Inspecting properties to identify hazards.
- Constructive engagement with landlords.



11. Creating Sustainable, Healthy and Thriving Neighbourhoods



Place-Based Health Strategy

Aligning housing, green spaces, services and community infrastructure to create strong communities and improve life chances.

Sustainability

Retrofit and decarbonisation programme underway to reduce fuel poverty, improve the housing stock and meet carbon-neutral targets.

Empty Homes

Bringing long-term empty homes back into use to improve neighbourhoods and increase housing supply.

Neighbourhood Model

Integrating housing with health, care, and community services to provide joined-up neighbourhood level support.

12 Next Steps - Public Consultation



Have your say!

Details to follow

Bury
Council

This page is intentionally left blank

Report to	Housing Advisory Board
Date	28/07/2026
Agenda No. & Title	No. 7 Complaints annual performance & learning report, self-assessment and draft Complaint Handling Policy
Purpose of the Report	To seek approval and endorsement of three key complaints governance documents which demonstrate compliance with the Housing Ombudsman Complaint Handling Code 2024 and support continuous improvement in complaint handling across Housing Services: 1. Annual Complaints Performance and Service Improvement Report 2025/26. 2. Housing Ombudsman Complaint Handling Code Self-Assessment 2025/26. 3. Revised Housing Complaints Policy.
Status	Discussion and approval
Author	Claire Rogan
Report Contact	Claire Rogan Head of Performance Improvement and Assurance
Appendices	Appendix 1 – Annual Complaints Performance and Service Improvement Report 2025/26 Appendix 2 – Housing Ombudsman Complaint Handling Code Self Assessment 2025/26 Appendix 3 – Housing Complaints Policy
Background Documents	The Housing Ombudsman Complaint Handling Code requires landlords to: • Publish an Annual Complaints Performance and Service Improvement Report. • Complete and publish an annual self-assessment against the Complaint Handling Code. • Maintain and regularly review a complaints policy that reflects current legislative and regulatory requirements. • Demonstrate learning from complaints and service improvement activities. The documents presented support Bury Council Housing Services'

	commitment to transparency, accountability, tenant voice and continuous improvement.
Recommendation/s	• Approve the contents and findings of the Annual Complaints Performance and Service Improvement Report 2025/26 and recommend the report to Cabinet. • Approve the Housing Ombudsman Complaint Handling Code Self-Assessment 2025/26. • Approve the revised Housing Complaints Policy, including the 17 HOS recommendations. • Note the improvements delivered during 2025/26 and the actions planned for 2026/27. • Confirm satisfaction that Housing Services remains compliant with the requirements of the Housing Ombudsman Complaint Handling Code 2024.
Corporate Plan Objective	☒ Satisfied Tenants ☐ Quality Homes ☐ United Communities
Risk Implications	H3 Poor tenant satisfaction Failure to maintain compliance with the Housing Ombudsman Complaint Handling Code could result in: • Increased regulatory scrutiny. • Negative Ombudsman findings. • Reputational damage. • Reduced tenant confidence. Approval of these documents supports effective governance and mitigates these risks.
Mitigations/Controls	1. Revised Complaints Policy updated to ensure compliance with the Housing Ombudsman Complaint Handling Code 2024 and current regulatory requirements. 2. Annual Complaint Handling Code self-assessment completed to provide assurance of compliance and identify areas for continuous improvement. 3. Dedicated Complaints Team in place to oversee complaint handling, investigations, quality assurance and Housing Ombudsman liaison. 4. Regular performance reporting and scrutiny through senior

	leadership, the Housing Advisory Board and the Member Responsible for Complaints. 5. Ongoing monitoring of complaint trends, outcomes and Ombudsman decisions to identify learning and prevent reoccurrence of service failures. 6. Delivery of improvement actions arising from complaints, Ombudsman determinations and the independent Housemark review. 7. Mandatory complaint handling training and awareness sessions for managers and staff to promote a positive complaint-handling culture. 8. Enhanced arrangements for identifying vulnerability, recording reasonable adjustments and ensuring equitable access to the complaints process. 9. Clear governance arrangements, including publication of the Annual Complaints Performance and Service Improvement Report and annual Code Self-Assessment, to provide transparency and accountability to tenants and stakeholders. 10. Continued investment in systems, reporting and performance management to strengthen oversight, improve trend analysis and support earlier intervention where issues are identified.
Legal and Regulatory Implications	1. Ensures compliance with the Housing Ombudsman Complaint Handling Code 2024 and Social Housing (Regulation) Act 2023. 2. Supports compliance with the Regulator of Social Housing Consumer Standards, particularly transparency, accountability and tenant engagement. 3. Confirms that Housing Services has undertaken the required annual self-assessment and annual complaints performance reporting. 4. The revised Complaints Policy has been updated to reflect current legislative and regulatory requirements and Housing Ombudsman expectations. 5. Approval of these documents provides assurance that appropriate governance, oversight and complaint handling arrangements are in place and reduces the risk of regulatory challenge, Ombudsman findings and reputational damage.
Assets and	N/A

Liabilities	
Resource Implications	This report does not identify any resource requirements, however increasing complaints and close monitoring of this will highlight our ability to continue delivering against the HOS code.
Customer Impact	1. Customers will benefit from a clearer, more accessible and transparent complaints process. 2. Improved complaint handling arrangements will help ensure concerns are resolved more quickly and consistently. 3. Stronger provisions for reasonable adjustments and accessibility will support vulnerable tenants and those requiring additional assistance. 4. ☐ Increased focus on learning from complaints will help improve service delivery and customer experience.
EDI Implications	The annual report contains detailed analysis of complaint demographics and service accessibility. The revised Complaints Policy includes strengthened provisions relating to: • Reasonable adjustments. • Accessibility. • Vulnerable tenants. • Equality of access to the complaints process. Housing Services will continue to monitor complaint data to identify any disproportionality or barriers experienced by specific tenant groups.
Sustainability and Environmental Implications	There are no sustainability or environmental impacts of this report.
Privacy/Data Protection	All data used for this report has been anonymised
Colleague Impact	• Provides staff with clearer guidance, responsibilities and expectations when handling complaints. • Supports consistency in complaint investigations, decision-making and record keeping. • Strengthens staff understanding of the Complaint Handling Code, vulnerability and reasonable adjustments. • Promotes a positive complaint handling culture focused on learning and service improvement.

Stakeholder Communications and Reputational Impact

This Self-assessment and Annual performance & learning report document will be published on our website once approved with the governing statement at Cabinet and Submitted to the Housing Ombudsman

Next Steps

Once discussed at HAB the report and associated papers will be reviewed at Cabinet in September and will need to be approved by both the leader of the council via a governing body statement and portfolio holder Cllr Arif via a statement from within the submission, that will be submitted HOS by 30th September 2026

1. Executive Summary

1.1 Annual Complaints Performance and Service Improvement Report 2025/26

The report provides an overview of complaint handling performance between 1 April 2025 and 31 March 2026. This report is being reviewed by tenants who have their own page for listing their identified priorities.

1.2 Key highlights include:

- 190 Stage 1 complaints received.
- 54 Stage 2 reviews requested.
- No complaints were refused.
- 71.58% of complaints were resolved at Stage 1, an improvement from 50% in the previous year.
- Complaint volumes equate to approximately 25 complaints per 1,000 homes.
- 61.13% of Stage 1 complaints were fully or partially upheld.
- 53.70% of Stage 2 complaints were fully or partially upheld.
- Compliments to the service have increased.

1.3 Key complaint themes identified were:

- Failure to follow policy.
- Delays in taking action.
- Poor communication and customer service.

1.4 The report also highlights:

- Repairs and Neighbourhood ASB Service as the highest complaint-generating service areas.
- Improvements made in response to Anti-Social Behaviour complaints.
- Enhanced contractor oversight relating to repairs.
- Recruitment to key vacancies.
- Creation of tenant review groups to strengthen scrutiny and co-regulation.

1.5 The report further outlines learning from Housing Ombudsman determinations, including actions taken in response to maladministration findings and service improvements delivered as a result.

2. Complaint Handling Code Self-Assessment 2025/26

- 2.1 The self-assessment has been completed against the Housing Ombudsman Complaint Handling Code 2024. The assessment demonstrates compliance across the key requirements of the Code, including:
- Complaint definitions.
 - Accessibility.
 - Exclusions.
 - Complaint handling practices.
 - Stage 1 and Stage 2 processes.
 - Governance and oversight.
 - Learning and continuous improvement.
 - Remedies and putting things right.
- 2.2 The assessment evidences:
- A dedicated complaints team.
 - A two-stage complaints process.
 - Accessible routes for making complaints.
 - Effective arrangements for recognising vulnerability and reasonable adjustments.
 - Appropriate oversight arrangements through senior leadership, Housing Advisory Board and the Member Responsible for Complaints.
- 2.3 The assessment also identifies several areas for continuous improvement, including:
- Further embedding learning from complaints.
 - Improving complaint trend analysis.
 - Strengthening performance reporting.
 - Enhancing understanding of reasonable adjustments and vulnerability.
 - Continued implementation of recommendations arising from the Housemark review.
- 2.4 The self-assessment concludes that Housing Services is compliant with the requirements of the Complaint Handling Code.

3. Revised Housing Complaints Policy

- 3.1 The Complaints Policy has been comprehensively reviewed with tenants.
- 3.2 During 2025/26 the Housing Ombudsman review all local authority Housing Complaints Policies. Bury received the feedback from this review in March 2026. The Housing Ombudsman made 17 recommendations for improvement. These were reviewed with tenants along with ensuring the policy meets the Housing Ombudsman Complaint handling Code.
- 3.2 The revised policy strengthens several areas, including:
- Clear complaint definition aligned to the Ombudsman Code.
 - Distinction between service requests and complaints.
 - Early resolution arrangements.
 - Accessibility and reasonable adjustments.
 - Stage 1 and Stage 2 process requirements.
 - Timescales and extensions.
 - Complaint closure arrangements.
 - Learning from complaints.
 - Governance and performance reporting.

- Fair and reasonable exclusions.

3.3 The policy reflects current operational arrangements and formalises improvements already introduced across Housing Services.

This page is intentionally left blank



Annual Complaints Performance and Service Improvement Report 2025/26



Introduction

Tenant and leaseholder feedback, whether through compliments and complaints or other feedback, provides us with valuable understanding about how our tenants and leaseholders experience our services. It helps us to understand what we are doing well, where improvements are needed, and how we can develop services to meet the needs and expectations of our tenants.

This report covers complaints received and managed between 1 April 2025 and 31 March 2026. It includes both qualitative (descriptive) and quantitative (numbers-based) analysis of our complaint-handling performance including complaint volumes, outcomes, timeliness and key themes. The report also highlights the learning identified, the actions taken to improve services, and the feedback received through compliments during the same period. We'll also talk about how we've followed good practice set out in the Complaint Handling Code from the Housing Ombudsman Service, our complaint policy and any changes we've made to our services based on what we've learned during the same period.

Number of complaints received

Over the reporting period we received 190 formal complaints, of which 54 were escalated to Stage 2 review. No complaints were refused during this period.

Stage 1

190

Stage 2

54

This means we received 25.17 stage 1 and 7.24 stage 2 complaints for every 1000 homes we manage.

This performance is only **slightly below** the sector benchmark and represents a significant improvement compared with last year when we received 62 complaints. This increase in complaint volumes is encouraging, as it suggests that tenants are more aware of their right to complain, feel confident that their concerns will be listened to and are able to access the complaints process more easily. This indicates that our efforts to promote an open and accessible complaint handling culture are having a positive impact, ensuring that tenant concerns are recognised, recorded and used to improve our services. We resolved 71.58% of complaints at stage one, which is a significant improvement on the 50% resolution rate of the previous year.

Equality, Diversity and Inclusion

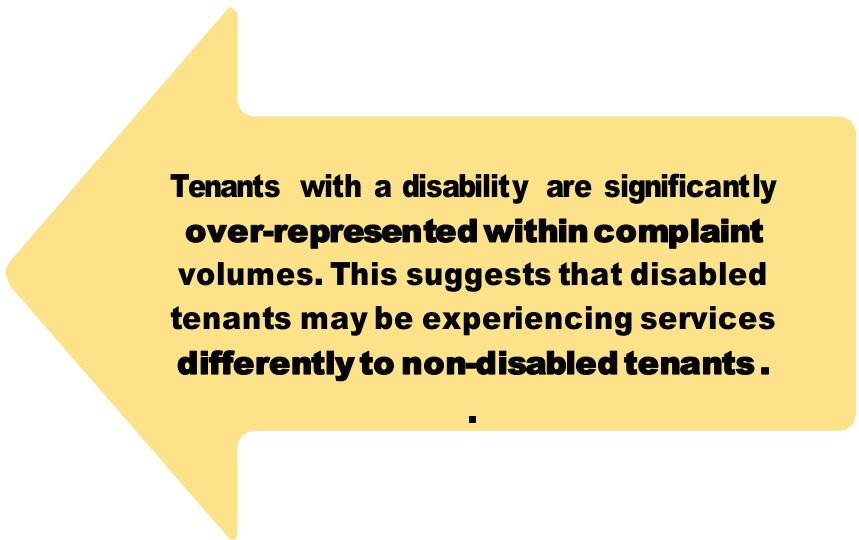
We monitor information about tenants and leaseholders who make complaints to help us make sure our complaints process is fair, accessible and works well for everyone. By looking at information such as age, gender, ethnicity, language and disability, we can identify trends, understand the needs of different groups and make improvements where needed. This helps us provide fair and consistent services for all tenants.

If we notice any unexpected trends, we will investigate further to ensure there is fairness in how we treat our tenants.

We currently record and look at the following characteristics in relation to tenants making a complaint: age, gender, ethnicity, primary language and disability.

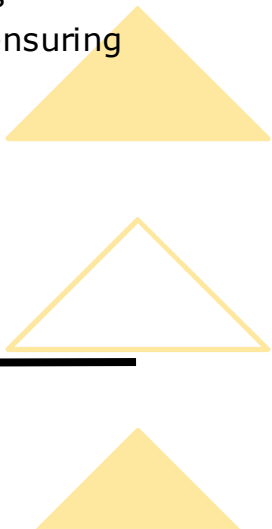


23% of the tenant population have told us they have a disability, they account for 52.3% of complaints. Tenants without a disability make up 76.9% of the tenant population but account for 47.6% of complaints



Tenants with a disability are significantly over-represented within complaint volumes. This suggests that disabled tenants may be experiencing services differently to non-disabled tenants .

The improved awareness our demographic data means we now have a more accurate understanding of who is using the complaints process. While tenants aged 35–44 remain the largest group of complainants, their representation is now much closer to their proportion of the tenant population than in previous years, suggesting a more balanced use of the complaints process. However, older and younger tenants remain underrepresented, indicating that further work is needed to understand and address potential barriers to raising concerns. The proportion of disabled complainants reporting an impact on their mental health has increased, highlighting the importance of resolving issues promptly and ensuring tailored support is provided to vulnerable tenants.

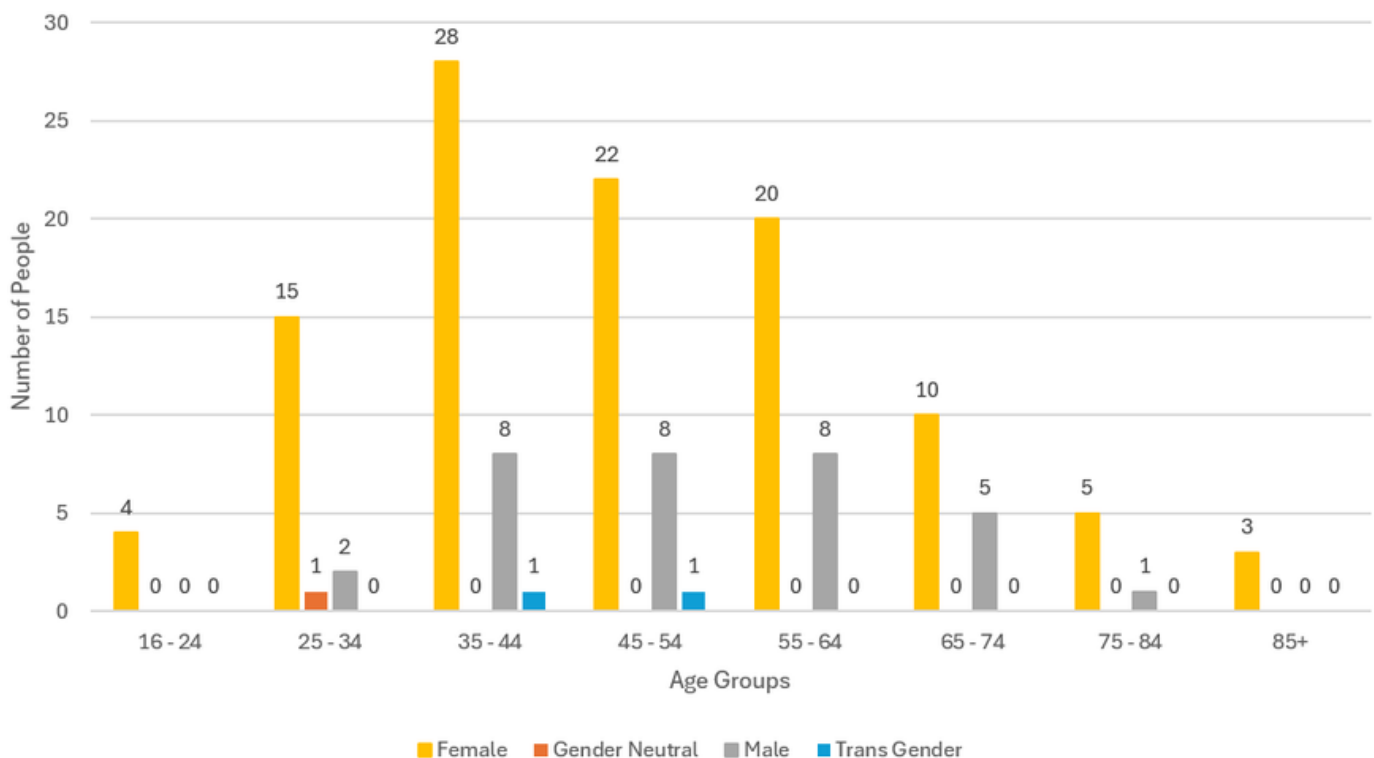


Equality, Diversity and Inclusion

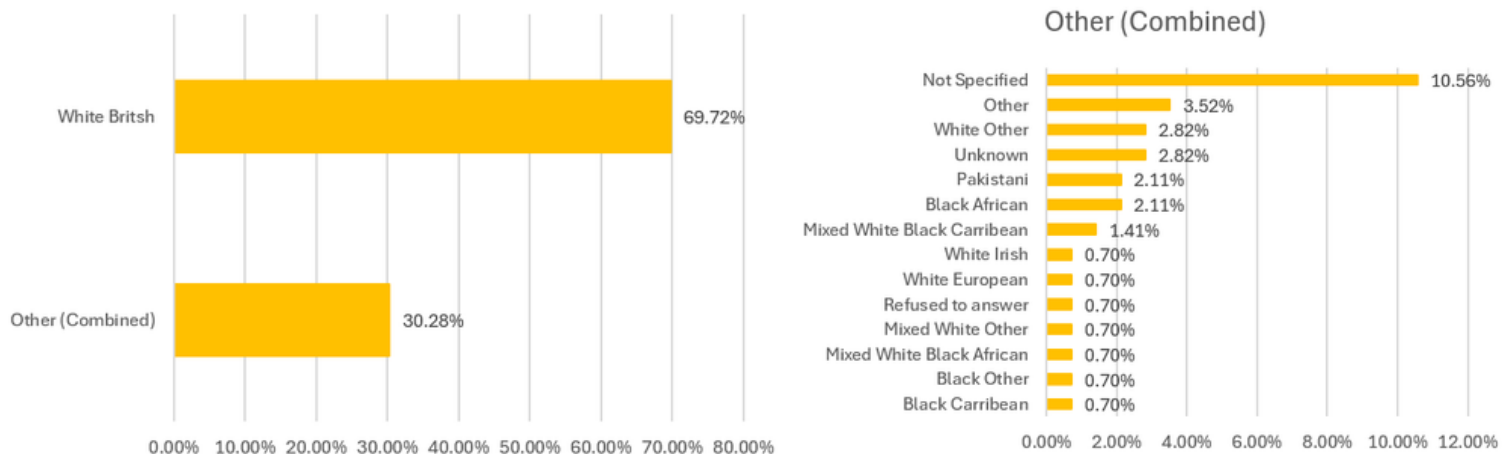
Our complaints data shows that the ethnicity profile of tenants using our complaints service is broadly representative of our overall tenant population. However, there are differences in age, gender and disability. Women, tenants aged 35–44 and tenants with disabilities are more likely to raise complaints, while older tenants and some ethnic minority groups, particularly Pakistani tenants, are less likely to use the complaints process.

This highlights the need for us to better understand the experiences of disabled tenants, increase engagement with older tenants and underrepresented groups, and ensure all tenants feel confident and supported when raising concerns. We will continue to monitor this data and use it to improve accessibility, communication and equality of access to our complaints service.

Complainants by Age Groups

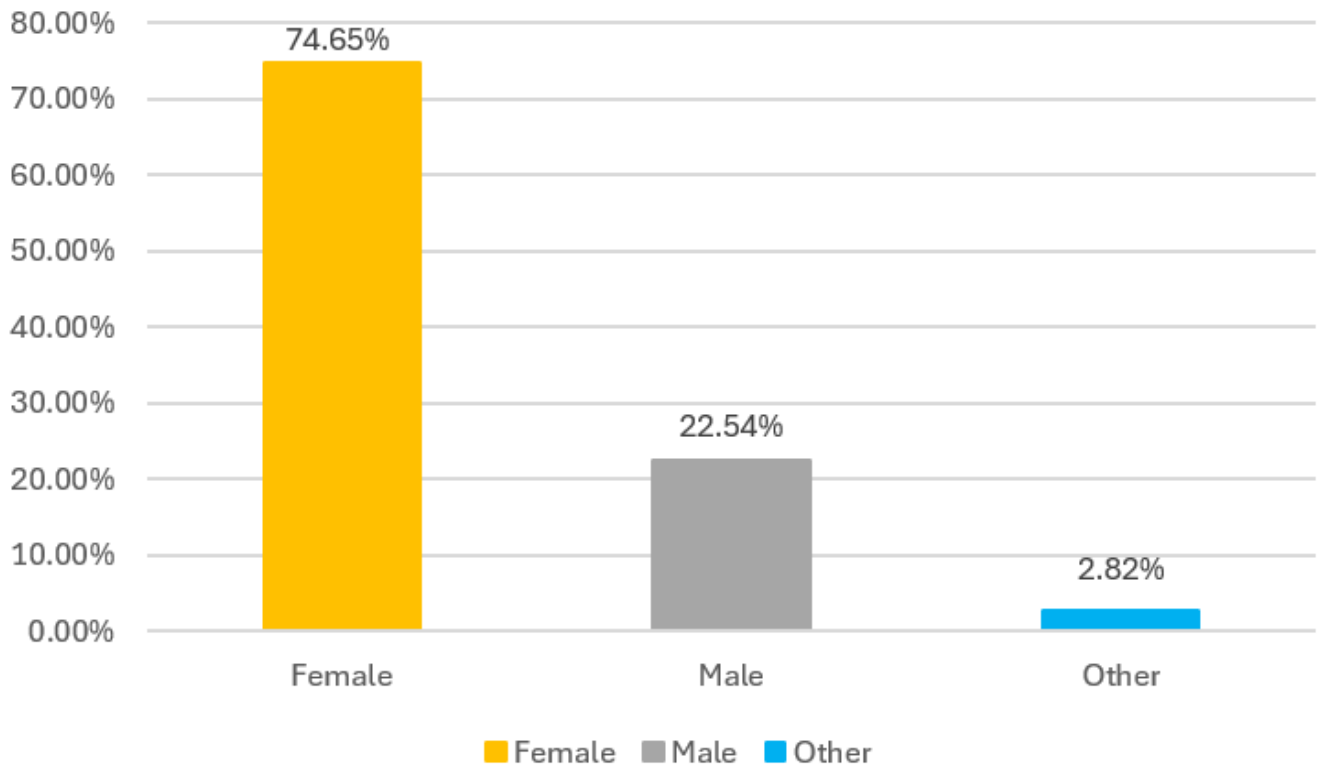


Complainants by Ethnicity

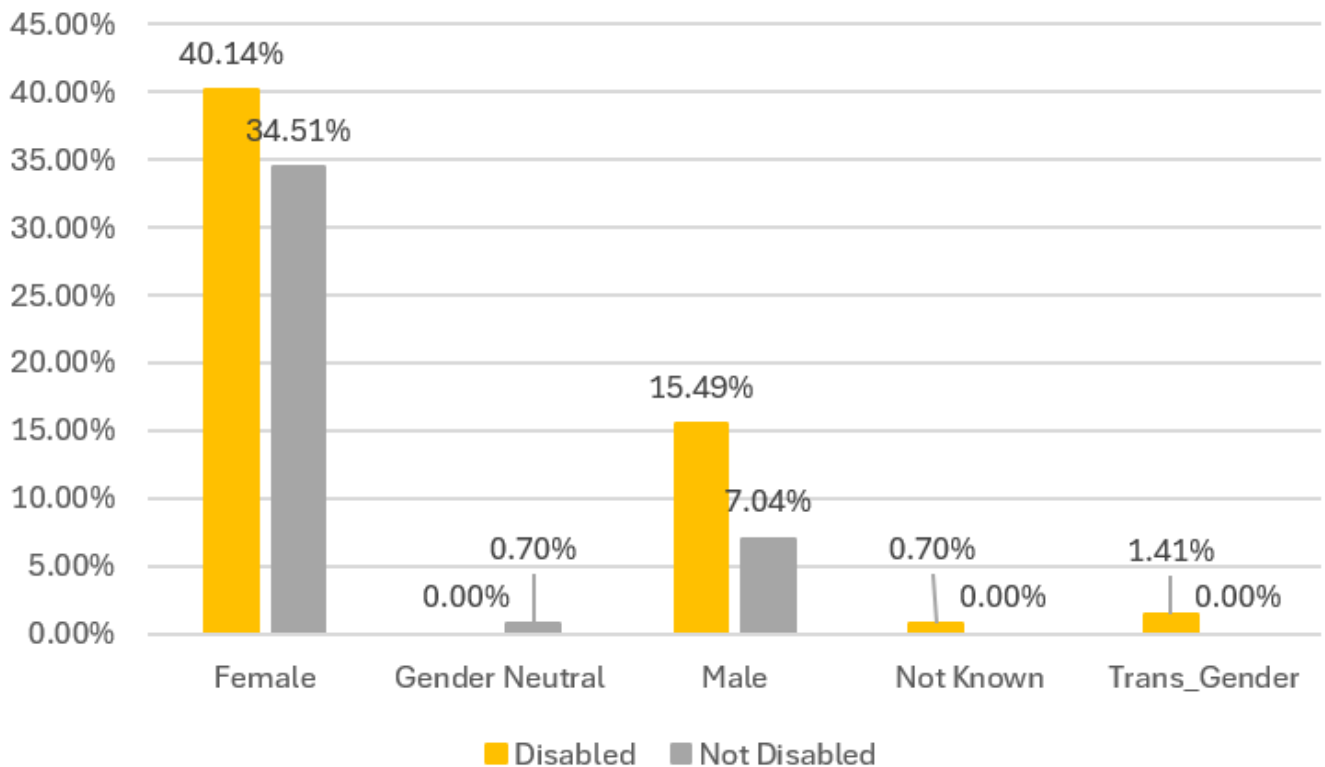


Equality, Diversity and Inclusion

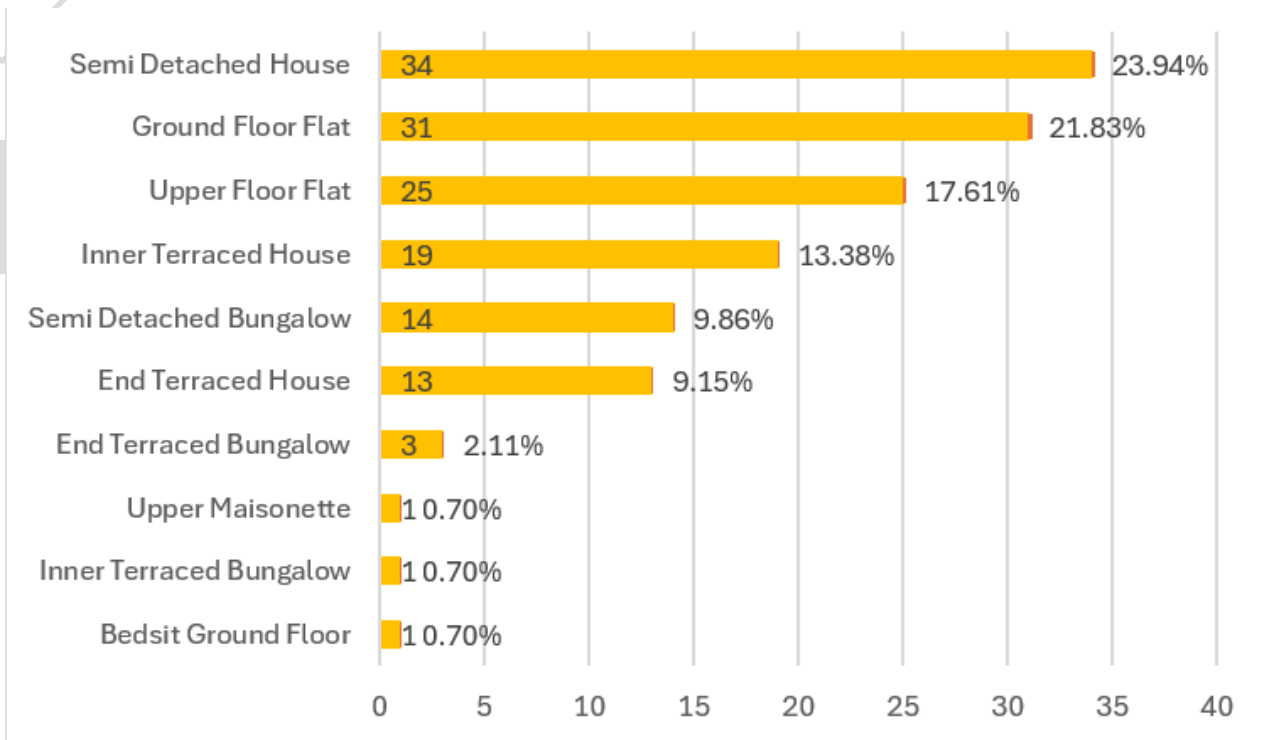
Complainants by Gender



Complainants by Disabilities



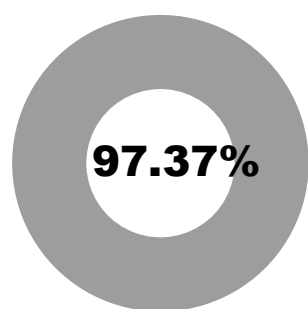
Complainants by Property Type



As seen in the above graph, the second highest number of complainants come from those living in a ground floor flat. These complainants are more likely to complain about noise nuisance coming from the person living in the flat above them. As a result ASB feedback associated to noise nuisance, we are looking at installing noise insulating flooring in the above floor flats in attempt to reduce the problem.

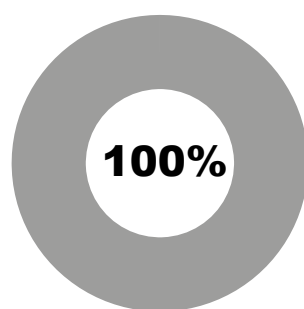
Complaints performance

We have assessed our performance based on the requirements of the Compliant Handling Code 2024. The table below shows how we perform against these requirements.



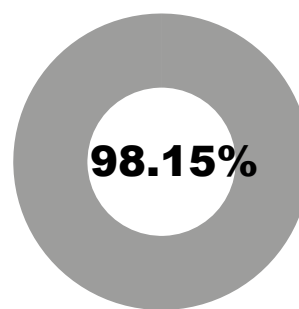
Stage 1:

Acknowledgements within 5 working days of receipt.



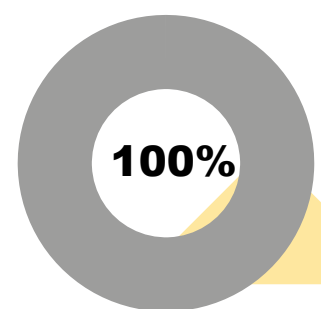
Stage 1:

Respond within 10 working days of acknowledgement.



Stage 2:

Respond within 20 working days of escalation.



Stage 2:

Acknowledgements within 5 working days of receipt.

Complaint outcomes

Stage 1

Where our investigation finds that we are at fault in some way, we will partially or fully uphold the complaint. We will also inform customers about what we've learned and any steps we'll take to avoid similar issues in the future.

Here are the overall outcomes of our formal complaints.

Outcome	% of complaints
Fully upheld	39% (75)
Partially upheld	9% (17)
Not upheld	46% (88)
Withdrawn	5% (10)

Therefore, in **48%** of complaints, we accepted partial or full responsibility compared to 61% in previous year.

Stage 2

When a complaint is escalated to be reviewed by a more senior manager, they will assess whether the investigation was fair and thorough. They may agree or disagree with any outcome from Stage 1.

In 2025/26 **54** stage 2 complaints were received and reviewed. The outcomes at Stage 2 review can be found below:

Outcome	% of complaints
Fully upheld	31% (17)
Partially upheld	22 % (12)
Not upheld	44% (24)
Withdrawn	2% (1)

Therefore, **54%** of stage 2 complaints, we accepted partial or full responsibility, compared to 62% in previous year.

Complaints by service area

The Repairs service received the most complaints at **34.74%** This is followed by our Neighbourhoods Team with **27.37%** with most complaints about Anti-Social Behaviour.

Repairs had the highest number of upheld complaints; however, this equates to just **66** complaints from around 20,000 repairs completed during the year **(0.33%)**. Neighbourhood Services, primarily ASB and tenancy enforcement cases, generated the highest number of complaints escalated to Stage 2,

Repairs

66 complaints received
50 upheld (**75.8%**)
12 escalated to Stage 2 (**18.2%**)
8 upheld at Stage 2 (**66.7%**)

Neighbourhoods

52 complaints received
12 upheld (**23.1%**)
24 escalated to Stage 2 (**46.2%**)
7 upheld at Stage 2 (**29.2%**)

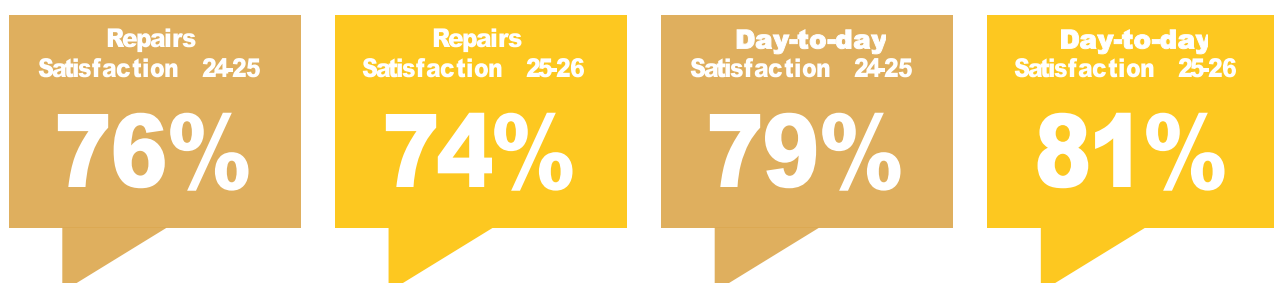
Complaints by service area

The graphs below illustrate the number of complaints received by each service area:



A strong example of tenant influence is the joint work between the Repairs Review Group and Neighbourhood Services on noise nuisance. Feedback from tenants and learning from ASB cases identified that some ground-floor flats were disproportionately affected by everyday household noise. As a result, we introduced a pilot programme to test enhanced flooring and soundproofing measures, demonstrating how tenant feedback is shaping service improvements and helping to prevent future complaints.

There has been a small but steady improvement for the transactional surveys for Repairs.

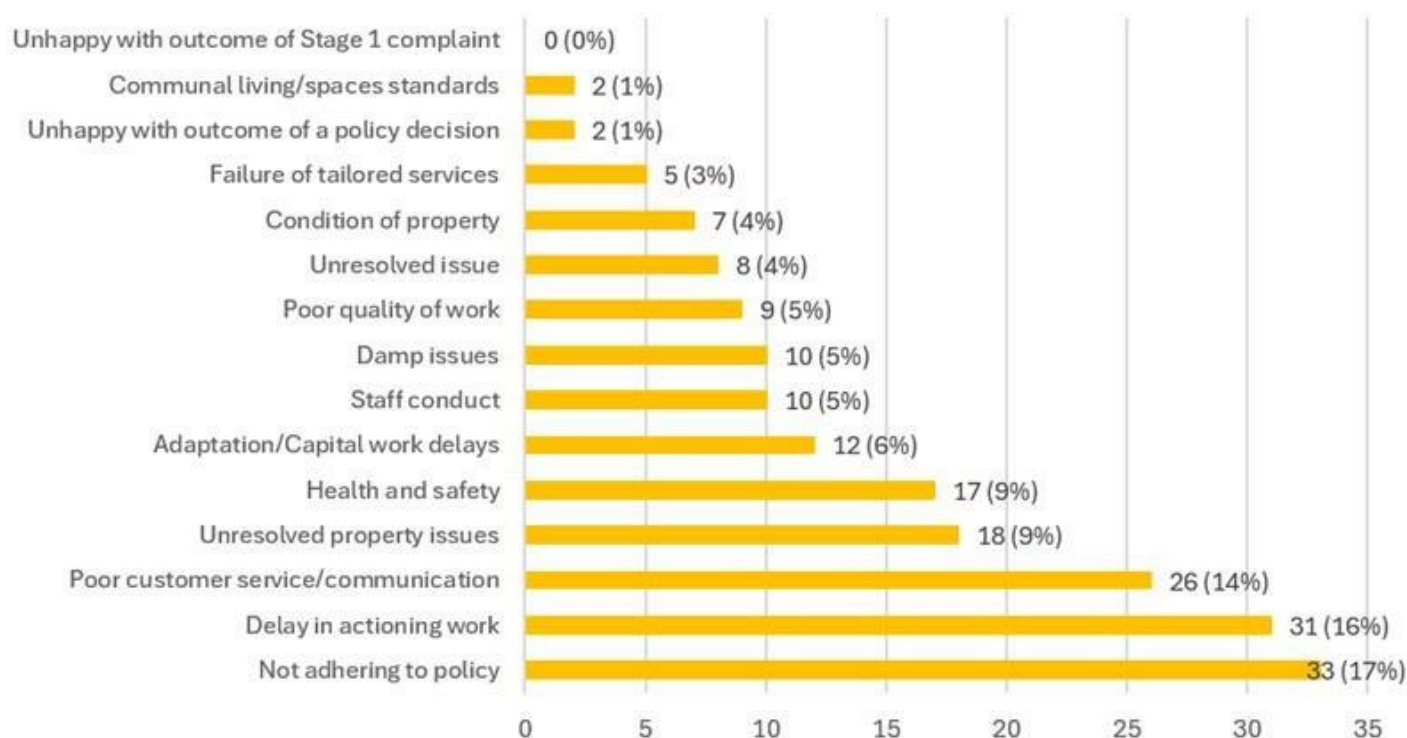


We are currently in the process of implementing a dashboard for the Heads of Services and are developing a day-to-day satisfaction for service areas. Expectedly, this has increased the complaints day-to-day satisfaction on the Tenant Satisfaction Measures (TSM).

Complaints by theme

The top three complaints themes for 2025/26 were:

- Not adhering policy (17%)
- Delay in actioning work (16%)
- Poor customer service / communication (14%)



Whilst the issues above are the primary complaint issues, common to most all complaints was lack of communication and/or keeping tenants informed about delays and/or progress. Tenants felt they had to continually chase progress.

The most common reasons for complaints this year were due to not following policy decisions, such as tenancy enforcement or anti-social behaviour policies (**33** complaints) and delays in taking action, such as repairs or adaptations (**31** complaints). Tenants also raised concerns about customer service and communication (**26** complaints), highlighting how important it is that we keep residents informed and respond promptly when issues are reported.

Property-related concerns also featured prominently, with complaints about unresolved property issues (**18** complaints), damp issues (**10** complaints), poor quality work (**9** complaints) and the condition of properties (**7** complaints). These themes show that tenants want issues resolved quickly, effectively and with clear communication throughout.

Complaints by theme

We carefully review complaint themes to understand what matters most to tenants and where improvements are needed. The actions outlined earlier in this report, including improvements to repairs services, stronger oversight of contractors and performance, recruitment to key roles, the ASB improvement plan, and the creation of the Tenant Repairs and ASB Review Group, will all support our improvement journey.

Complaint Handling Satisfaction



After each complaint is closed, we ask tenants about their experience of our complaints service. We also measure satisfaction through the annual Tenant Satisfaction Measures (TSM) survey.

Our complaint satisfaction TSM score is 50%, which is above the sector benchmark. HouseMark reports that satisfaction with complaint handling is typically around 35% across the sector. While this is a positive result, we recognise there is still more to do to improve the customer experience and continue learning from complaints.

Learning from complaints

Throughout 2025/26, we remained committed to learning from complaints and feedback to better understand tenant experiences and improve our services. We recognise that we do not always get things right, but we are committed to taking ownership, learning from mistakes, and making improvements as a result. Learning from complaints is regularly shared across the organisation and with the Tenant Voice Forum, helping to drive service improvements, promote good practice, and ensure the tenant voice is at the heart of our decision-making

Any complaints due to staff training needs are addressed immediately through training, supervision and quality checks. We have acknowledged the emerging themes from our complaints and as a result we have delivered several improvements across the service including ongoing improvements to the complaint service delivery itself.

Learning from complaints

What we learned	What we have done
We needed to improve how we respond to Anti-Social Behaviour (ASB).	We have introduced regular case reviews, quality checks and stronger management oversight to make sure ASB cases are handled consistently and progressed promptly. We have also created new ASB Manager and Enforcement Officer roles, that once recruited to will provide additional support and improve outcomes for tenants. Tenant Feedback resulted in us improving our ASB & Hate crime Policy
We needed to improve how we handle complaints and use feedback to make changes.	We updated our Complaints Policy and complaint handling processes to meet the Housing expectations. The findings from our HouseMark review helped shape a Complaints Improvement Plan, and we worked closely with our Tenant Review Group throughout the year to help drive these improvements.
We needed better record keeping and clearer decision-making.	We have improved the way we record information, evidence and decisions, making it easier to track actions and provide clear explanations to tenants. We have also improved how complaints are logged and monitored through our housing management system.
We needed to provide better support for vulnerable tenants, older & younger tenants' and any ethnicity groups that may not be confident using the complaint process.	We strengthened the way we identify and record reasonable adjustments and support needs, helping us tailor our services and communication methods to individual circumstances and communications preferences. We upskilled a particular contractor to observe tailored services and apply them better as a result the complaints have stopped.
We needed to ensure services are delivered consistently.	We provided additional training for staff on complaint handling, ASB case management, reasonable adjustments, customer service and the use of housing systems to help improve consistency across services.
We needed to improve the management of repairs, damp and mould cases.	We strengthened inspection, monitoring and escalation processes to help identify issues earlier, improve oversight of ongoing repairs and ensure problems are resolved more quickly.
We needed contractors to provide a better customer experience.	We worked with contractors to improve communication, appointment management and customer service standards, helping to deliver a more reliable and responsive service.
We needed stronger oversight of performance and service improvements.	We introduced enhanced performance reporting, complaint trend analysis and service reviews to help identify recurring issues, monitor progress and drive continuous improvement across housing services.

Tenant priorities

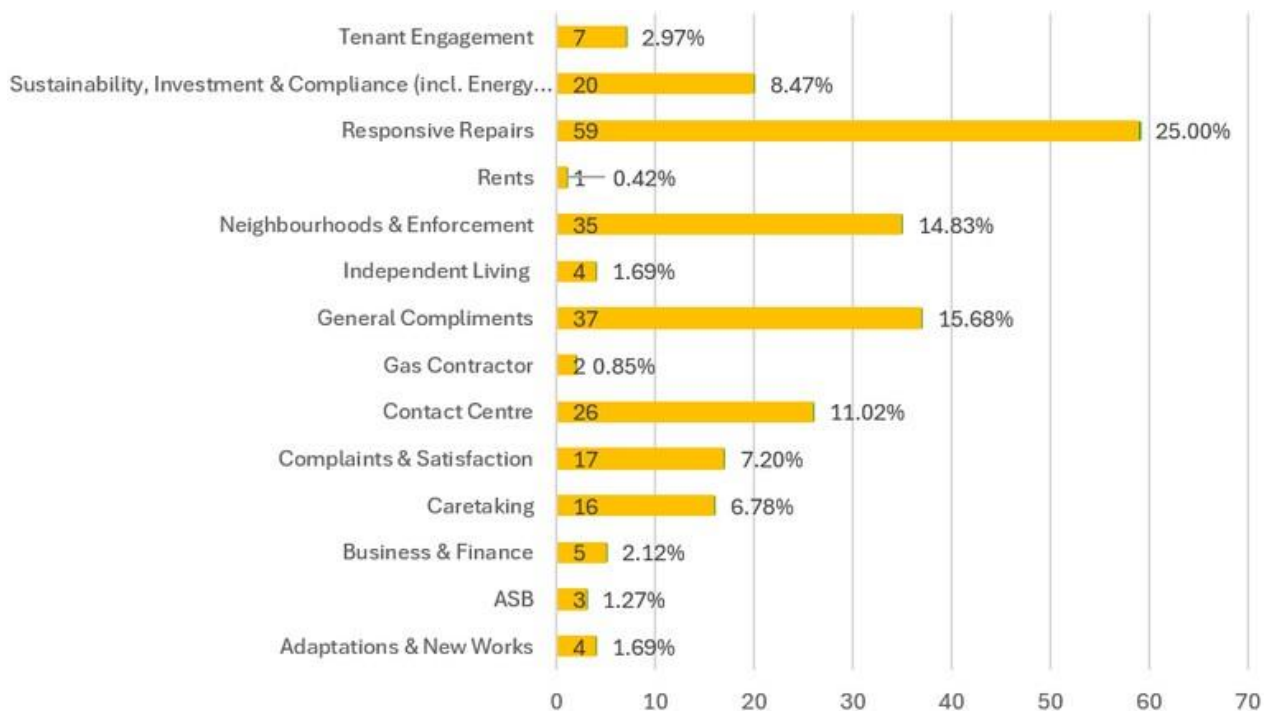


Compliments

Every compliment is shared with teams and staff to recognise good work and help us continue delivering consistent, excellent services. **236** compliments received across Housing Services during the year.

Top 3 Areas Praised:

- Repairs: **59** compliments (**25%**). **900+** repairs transactional survey comments were received, **600+** included positive comments
- General Housing Services: **37** compliments (**16%**)
- Neighbourhoods & Enforcement: **35** compliments (**15%**)



What tenants told us they were happy with:

- Quality repairs
- Helpful and professional staff
- Quick responses
- Positive customer service

Housing Ombudsman Service

During 2025/26, the Housing Ombudsman Service made **21** findings on complaints relating to Bury Council Housing Services,

- **8** cases
- **21** findings
- **14** findings categorised as Severe Maladministration, Maladministration or Service Failure
- **7** findings categorised as No Maladministration or Reasonable Redress
- **66.7%** Maladministration outcomes (The national maladministration rates are around 74%).
- **33.3%** Non-maladministration outcomes

Year of Case	Service Area / Issue	Decision Outcome	Reporting Year
2024/25	Gas repairs	Maladministration	2025/26
2023/24	ASB	Maladministration	2025/26
2023/24	Damp – Hazard	2 Severe Maladministrations (handling of reports and complaint)	2025/26
2025/26	ASB – not following policy/complaint handling	Maladministration (2 findings)	2025/26
2025/26	Sure Repairs	Non-Maladministration	2025/26
2025/26	Property safety	Reasonable Redress	2025/26
2025/26	ASB – not following policy	Maladministration	2025/26
2025/26	ASB – not following policy	Maladministration	2025/26

Find out more:

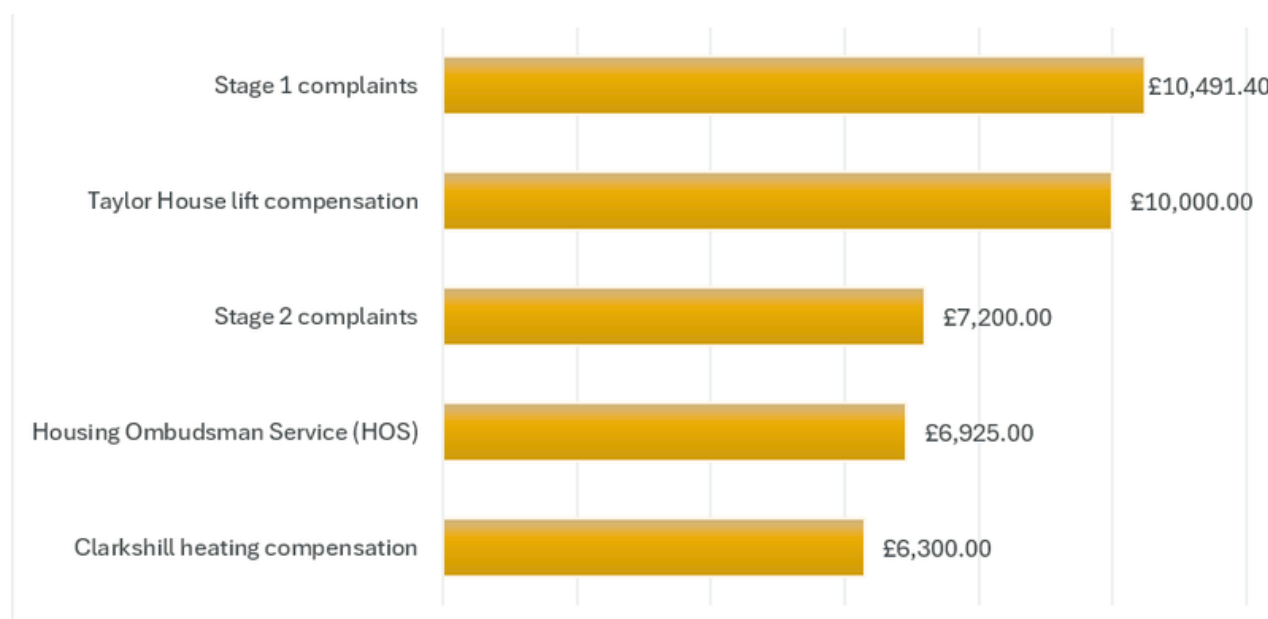
<https://www.bury.gov.uk/housing/housing-services/about-us/making-a-complaint/housing-ombudsman-cases>

Housing Ombudsman Service

A review of ASB complaints and Housing Ombudsman decisions identified opportunities to improve consistency, communication and case management. In response, we have strengthened oversight, improved performance monitoring, introduced regular case reviews, and created new specialist ASB roles. These changes will help ensure tenants concerns are dealt with more effectively, learning is acted upon more quickly, and tenants receive a more consistent service.

We used the additional Housing Ombudsman review of our complaint policy to make improvements to wording and ensure compliance. This exercise has been completed with the tenant complaint review group. We have used the information and research from the Ombudsman Spotlight publications to evaluate and improve our services.

Complaints Compensation



The Housing Ombudsman awarded compensation totaling £6,925 which was paid to tenants in full.

Future Actions

While we have made good progress, we know that lasting improvement comes from consistently applying these changes and delivering better outcomes for tenants. During 2026/27, we will continue to embed these improvements across our services, deliver the recommendations from the HouseMark ASB and complaint review, and monitor their impact through performance reporting.

We also recognise the need to acknowledge complaint trends more quickly so we can take appropriate actions sooner. Improvements to our housing management systems will strengthen reporting, reduce manual process and help us make better use of performance information. We are also committed to ensure that all upheld complaints with outstanding actions, such as repairs and learning, are completed and showcased quickly to offer greater tenant and leaseholder satisfaction.

We have identified further work needs to be done understanding tenants needs, and tailoring our approach accordingly. We have planned training for Autumn 2026 to upskill our staff and contractors around the Vulnerable tenant and Reasonable adjustment Policy.

We are committed to improving the experience of all tenants who use our complaints service, particularly those who may need additional support. By better understanding individual needs and making reasonable adjustments at the earliest opportunity, we can provide a more personalised service and improve communication throughout the complaints process.

We will continue to:

- Share complaints performance, learning and improvement actions on our website, so tenants can see how their feedback is helping to improve services.
 - Be open and honest when things go wrong, learning from mistakes and making changes to prevent issues from happening again.
 - Share learning and good practice with tenants and staff through regular updates, internal communications and staff newsletters.
 - Promote the different ways tenants can raise a complaint through our website, posters, QR codes, newsletters and social media.
 - Work with Tenant Voice and the Tenant Complaint Review Group to review feedback, shape improvements and keep the tenant voice at the heart of decision-making.
 - Strengthen transparency through our Listening to you, improving together reporting, showing how tenant feedback has influenced change.
 - Use complaints, compliments, surveys and tenant feedback to identify trends, improve services and achieve better outcomes for tenants.
-

www.bury.gov.uk/housingservices

0161 686 8000



This page is intentionally left blank

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i>	Y	Complaints Policy – 2026	This is defined in the Complaints Policy within section 4
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.	Y	Complaints Policy 2026	A complaint is recognised as any expression of dissatisfaction, without needing the word “complaint,” in line with the Code. This is referenced in Section 4 of the policy. This is supported by: • Staff and Contact Centre training to identify dissatisfaction and offer complaints/escalation • Multiple access routes (dedicated mailbox, online forms, third-party submissions)

				• Daily monitoring of tenant enquiries via Teams • Clear processes and templates in supporting documentation Overall, systems and training ensure all dissatisfaction is identified and handled in line with the complaints policy.
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Y	Complaints Policy 2026 Making a complaint - Bury Council	This is set out within the Housing Services Complaints Handling Policy - Section 5 It is also made clear on our Complaints overview online
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Y	Complaints Policy 2026 Stage 1 complaint service process map	This is set out within the Housing Services Complaints Handling Policy - Section 5 Tenants receive a courtesy call from the Complaint Teams to clarify the reasons for dissatisfaction, find a resolution and / or log a formal complaint

1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Y	Tenant Satisfaction Measures Process Transactional Survey Process Plan	Survey feedback is not automatically treated as a complaint, but tenants are clearly signposted on how to raise one. • The TSM survey directs tenants to the complaints process via a link to the factsheet and website • Transactional survey and TSM dissatisfaction is escalated to managers, who contact tenants to resolve issues and log a complaint or service request where appropriate These measures ensure tenants can easily escalate concerns if they wish.
-----	--	---	---	---

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint, they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Y	Complaints Policy 2026 Refusal Letter Stage 1 & 2	Complaints are accepted unless there is a clear and evidenced reason not to, with each case considered on its own merits. • Refusals are managed in line with Section 14 Fair Exclusions of the Complaints Policy. • Decisions not to accept a complaint are documented and evidenced • Standardised Stage 1 and Stage 2 refusal templates ensure consistency and transparency
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:	Y	Complaints Policy 2026 Refusal Letter Stage 1 & 2	The policy sets out the circumstances in which a matter will not be considered as a complaint this is set out within section 14 Fair Exclusions of the Complaints Policy. Decisions not to accept a complaint are documented and evidenced Standardised Stage 1 and Stage 2 refusal templates ensure consistency and transparency

	1.1 The issue giving rise to the complaint occurred over twelve months ago. 1.2 Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. 1.3 Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Y	Complaints Policy 2026 Refusal Letter Stage 1 & 2 Making a complaint - Bury Council	This is set out within the complaints policy section 13 Timeframes and Discretion Information on our timeframes and discretion is also available on our website.
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints	Y	Complaints Policy 2026 Refusal letter	This is set out within the complaints policy Section 14 Fair Exclusions. Information on this is contained in our refusal letter

	process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.			
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Y	Complaints Policy 2026 Refusal letter	This is set out within the complaints policy Section 13 Timeframes and Discretion and Section 14 Fair Exclusions. Information on this is contained in our refusal letter

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Y	Complaints Policy 2026 Making a complaint - Bury Council NBPO0005 Reasonable Adjustments Policy	This is set out within the complaints policy Section 7 How to make a complaint Targeted messages and new tenancy sign up messages are sent to tenants informing them how to complain. Other improvements we have made include: Dedicated inbox to triage complaints Reoccurring article in every tenant newsletter QR code online along with all methods of making a complaint HOS – Bilingual video on making a complaint is also on our webpage. Our Reasonable Adjustments Policy helps ensure all tenants can access the complaints process. Where a tenant has a disability, health condition, communication need, or other vulnerability, we will consider appropriate adjustments so they

				can make and engage with the complaint process on an equal basis. This is supported by our Equality Impact Assessment and action plan.
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Y	Complaints Policy 2026	This is set out within the complaints policy Section 7. How to Make a Complaint Tenants can raise complaints through any channel and with any staff member, who are trained to recognise and refer them appropriately. This is supported by: • Mandatory training for all staff (including new starters and annual refreshers) • Ongoing staff engagement and awareness sessions • Improved tracking of referral routes via our CRM, showing increased staff-led complaints • A focus on early resolution Work is in progress to align Councillor enquiries with the complaints process, and all complaints are logged appropriately.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised	Y	TSM Results	• Management Tasks have been phased out to ensure all complaints are formally captured, regardless of how they are received

	and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.			• Our current complaint rate is 28 per 1,000 properties, which sits within an appropriate and expected range and is much improved on last year's underreporting. • Stage 2 escalations have increased in line with higher Stage 1 volumes; however, the escalation rate has improved, reducing from 54% to 30% • Year-end performance shows increased tenant confidence in raising complaints, alongside improved satisfaction levels • TSM complaint satisfaction has improved to 48% • Day-to-day complaint satisfaction is currently 60%, indicating stronger handling of operational complaints
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.		Making a complaint - Bury Council Complaints Policy 2026	See Sections 7 to 11 of the complaints policy Working with the Tenant's Complaints Review Group, we reviewed our Complaints Factsheet and introduced a simplified route to complain. Accessibility and Routes to Complain Working with the Complaints Review Group, we reviewed our Complaints online

				overview and introduced a simplified route to complain. Accessibility has been further enhanced through: • A QR code linking directly to complaints information and online access • Hard copies of the policy are available at the Town Hall reception and on request.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Y	Complaints Policy 2026	Set out in the complaints policy 7. How to Make a Complaint In addition, new tenants are made aware of the policy at the start of the tenancy and in targeted annual messages from there on.
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Y	Making a complaint - Bury Council Complaints Policy 2026	See section 7. We outline that a representative can make a complaint on a tenant's behalf. This is also published online.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can	Y	Making a complaint - Bury Council Complaints Policy 2026	See section 12 – Within the Complaints Policy there is a specific section on escalation to the Housing Ombudsman Service which provides the tenant with information on their rights to escalate to the Ombudsman

	engage with the Ombudsman about their complaint.			All acknowledgement, response letters and all extensions refer to the Housing Ombudsman, we also promote Housing Ombudsman bilingual videos.
--	--	--	--	--

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Y	Complaints team overview	We have a dedicated Complaints Team (1 x manager and 2 investigator officers) responsible for overseeing complaint handling across Housing Services, including: • Investigating Stage 1 complaints • Managing escalation of Stage 2 complaints • Ensuring compliance with the Housing Ombudsman Complaint Handling Code A Complaints Manager leads this function and acts as the key liaison with the Housing Ombudsman Service (HOS). The Complaints Team works closely with service managers to support investigations and ensure subject matter expertise is applied. We also deliver regular and annual training to managers, setting clear expectations and ensuring complaints are handled consistently in line with the Code.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt	Y		The Complaints Team operates at management level, with full access to systems, records, and staff across the

	resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.			organisation, including call data via the Contact Centre. They are supported by a Senior Leadership Team member, ensuring any barriers are resolved quickly and giving them the authority and autonomy to investigate and resolve complaints promptly and fairly.
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Y	Complaints Annual Performance and Learnings Report 25-26	Complaints are treated as a core service, supported by an expanded Complaints Team to ensure capacity and alignment with the Complaint Handling Code. All complaints are risk assessed on receipt, considering vulnerabilities and potential hazards. We promote a strong culture of learning, supported by: • An annual Complaint Performance and Learning Report • Quarterly reporting to the Housing Advisory Board (HAB) • Regular reporting through quarterly managers' meetings • Ongoing tracking of learning and improvement actions Staff receive mandatory complaint handling training, with refreshers or targeted training where required. Action in progress

				• Further strengthening visibility of learning through operational management forums • Delivery against the HouseMark accreditation recommendations • Upgrade of the CRM Housing Management System that will provide more detailed and automated reporting
--	--	--	--	--

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Y	Complaints Policy 2026	We have a single policy in place for dealing with complaints. Within the policy it outlines that tenants will not be treated any differently for making a complaint. This is outlined in Section 4 What is a Complaint.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal	Y	Complaints Policy 2026	There is no informal complaint stage

	complaint') as this causes unnecessary confusion.			
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Y	Complaints Policy 2026	We operate a 2-stage process.
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Y	Complaints Policy 2026	All complaints, including contractors complaints are handled by Bury Council Housing Services. Contractors are made aware of this. This is outlined in Section 4 of the complaints policy
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Y	Complaints Policy 2026	All complaints are handled by dedicated Complaints Team following the Complaints Policy
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes	Y	Complaints Policy 2026 Response templates	See Sections 10 and 11 of the Complaints Policy – stage one and two investigating complaints

	the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.			It is outlined in our acknowledgement letters and response templates
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Y	Complaints Policy 2026 Response templates	See Sections 10 and 11 of the Complaints Policy – stage one and two investigating complaints It is outlined in our acknowledgement letters and response templates
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Y	Complaints Policy 2026 Response templates Stage 1 investigation checklist Stage 2 complaint toolkit for managers	See Sections 10 and 11 of the Complaints Policy – stage one and two investigating complaints It is outlined in our acknowledgement letters and response templates Stage 1 and Stage 2 follow a service led investigation. A checklist and toolkit have been devised to ensure we are adhering to policy and service standards including timescales as a main reference to resolve issues and treat tenants fairly based on evidence.

5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Y	Complaint extension letter template Complaints Policy 2026	This is outlined within the complaints policy Section 10 and 11 – Stage 1 and 2 complaints We have an extension template which includes HOS referral and updates. This normally relates to a complex complaint or a specialist investigation where a report is produced.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Y	Reasonable Adjustment Policy 2025 Complaints Policy 2026	This is outlined in section 7 of the Complaints Policy How to make a complaint We also have a Reasonable Adjustment Policy. All reasonable adjustments are logged on our housing management system and our regularly reviewed. They are updated on several touch points, including Tenancy visits, annual data cleansing, and first point of contact.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions	Y	Complaints Policy 2026	This is outlined in our complaints policy in Section 11 Stage 2 Review

	set out in section 2 of this Code.			
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Y	Complaints Policy 2026	All complaints have case management folders created and filed by stage and year accessible to the Complaints Team, Contact Centre, Business Managers, and Head of Service. All complaints, outcomes, and learning are recorded on our housing management system. Referenced in the complaints policy in Section 19 Complaint Recording and Record Keeping
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Y	Complaints Policy 2026 Complaints Process Stage 1 and 2	This is outlined in the Section 6 and 9 of the complaints policy – Early Resolution and Putting things Right (Remedies) The Complaints Team is tasked to provide a quick resolution where possible. The role is to risk assess complaints, considering tenant vulnerability, health, and safety concerns to determine the urgency of the issues raised. This can be evidenced in several complaint decisions where remedies have been actioned before the compliant response has been sent and as part of a follow-up conversation.

				This is set out in our complaints process
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Y	Complaints Policy Complaints letter?	This is outlined in section 14 Fair Access and Acceptable Behaviour of the complaints policy We have a Zero-tolerance procedure to manage unacceptable behaviour. Managing unacceptable behaviour is referenced in our letters that go out to tenants.
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Y	Complaints Policy	Our commitment to this is outlined in the Complaints Policy Section 14 and 18 Fair Access and Acceptable Behaviour.

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Y	Complaints Policy 2026 Complaints process maps	This is outlined in our complaints policy in Section 6 – Early Resolutions and Section 10 – Stage one – Investigating complaints. We adopt a risk-based approach to our investigations and responses. T We have process maps in place to ensure complaints are assessed promptly, enabling straightforward cases to be resolved quickly while more complex or high-risk cases are identified early for further investigation
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Y	Complaints Policy 2026	This is outlined in section 10 of the complaints policy

6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.		Complaints Policy 2026	This is outlined in section 10 of the complaints policy – Response Timing and Actions
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Y	Complaints Policy 2026 Letter Template – Extension	This is outlined in our his is outlined in our complaints policy section 10 - Extensions (Stage 1) We use a standard letter template to confirm any agreed extensions with the tenant, clearly outlining the reasons for the extension.
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Y	Complaints Policy 2026 Letter Template – Extension	We provide the tenant with the housing ombudsman details within the letter that we send. This is outlined in the complaints policy section 10 - Extensions (Stage 1)
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions	Y	Complaints Policy 2026 Service lead response templates	Complaints are responded to once the outcome is known Each complaint will list the next steps, agreed timescales and single point of contact.

	required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			This is outlined in section 9 of the complaints policy – Response Timing and Actions This is outlined in the service lead response template letters.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Y	Complaints Policy 2026 Stage 1 and Stage 2 response letter template	This is outlined in Section 10 of the complaints policy – Response Timing and Actions We have standard response letters to ensure all points are addressed that are raised in the complaint.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues	Y	Complaints Policy 2026	Issue relevant to the complaint may be added whilst before a response is due. This may result in an extension to investigate the added issues. We will notify the tenant. When the additional complaints are not related or the response has been issued, we will log and investigate a new complaint. This is outlined in the complaints policy Section 10 Additional Issues Raised During Investigation

	must be logged as a new complaint.			
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Y	Complaints Policy 2026 Stage 1 Letter Template	This is outlined in the complaints policy Section 10 Response Timing Actions The Stage 1 letter template is formatted to ensure all required information is clearly provided to the tenant, including the complaint definition, decision, reasons, remedies, and escalation details

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
----------------	------------------	------------------	----------	--------------------------

6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Y	Complaints Policy 2026 Stage 1 letter template	This is outlined in Section 10 and 11 of the complaint policy Tenants are provided with this information within the Stage 1 template with the response or agreed actions
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Y	Complaints Policy 2026	This is outlined in Section 11 of the complaint policy – Stage 2
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Y	Complaints Policy 2026	This is outlined in Section 11 of the complaint policy – Stage 2
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Y	Complaints Policy 2026	This is outlined in Section 11 of the complaint policy – Stage 2
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of	Y	Complaints Policy 2026	This is outlined in Section 11 of the complaint policy – Stage 2

	the complaint being acknowledged.			
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Y	Complaints Policy 2026	This is outlined in Section 11 of the complaint policy – Stage 2
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Y	Complaints Policy 2026 Complaint response letter	This is outlined in Section 11 of the complaint policy – Stage 2 Extension This is outlined in our response letter
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate	Y	Complaints Policy 2026	This is outlined in Section 11 of the complaint policy – Stage 2 – Response

	updates provided to the resident.			
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Y	Complaints Policy 2026 Response Letter	This is outlined in Section 11 of the complaint policy – Stage 2 – Response This is outlined in our response letter
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Y	Complaints Policy 2026 Response Letter	This is outlined in Section 11 of the complaint policy – Stage 2 – Response This is outlined in our response letter

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Y	Complaints Policy 2026 Response Letter	This is outlined in section 11 of the complaint policy – Stage 2 – Response This is outlined in our response letter
------	---	---	---	--

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision;	Y	Complaints Policy 2026 Response Letter	This is outlined in Section 11 of the complaint policy – Stage 2 – Response and section 8 Putting things Right (Remedies) This is outlined in our response letter

	• Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Y	Complaints Policy 2026	This is outlined in Section 9 - Putting things Right (Remedies)
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Y	Complaints Policy 2026 Response Letter	This is outlined in Section 9 - Putting things Right (Remedies) This is outlined in our response letter
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Y	Complaints Policy 2026 Response Letter	This is outlined in Section 9 - Putting things Right (Remedies) This is outlined in our response letter

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints;	Y	Annual Complaint Report Performance and Learning Report	Performance monitoring is undertaken throughout the year, supported by annual reporting and regular review. Recent assessments by Housing and Internal Audit have provided assurance that we are continuing to improve performance, maintain compliance, and remain on track to achieve excellence within the Complaint Handling Code

	e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.			
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Y	Evidence Reports • Leadership (June) – Friday 3 in paper format for leadership • HAB 28th July (in HAB papers by 20 July) • 1st Briefing 29th June to the MRC lead members (July) – Friday , last briefing tbc • Cabinet (July) papers need by 8th July	The annual complaints performance and service improvement report is presented to the Housing Advisory Board, Cabinet, and the Council's leadership team to provide oversight of complaints performance, learning, and service improvement activity. The report is also shared with Lead Members through regular briefing arrangements to ensure appropriate scrutiny and governance.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.		N/A	N/A
8.4	Landlords may be asked to review and update the self-	Y		We will act and comply with any such request from the Ombudsman.

	assessment following an Ombudsman investigation.			
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Y		In the event of exceptional circumstances such a cyber incident, we will inform the Ombudsman and take all necessary action as required.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Y	Annual complaint performance and learning report 24/25 Quarterly reports to leadership	Learning is considered and evidence individually for each complaint regardless of whether it is upheld or not (e.g. better ways to apply reasonable adjustments). Complaints are reviewed quarterly and Annually, to Understand all learning and identify emerging trends/themes to inform the service improvement plan.

9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Y		In addition to oversight provided by the Leadership Complaints Monitoring Group, managers discuss complaint themes, learning, and tenant feedback with their teams on a quarterly basis to promote ownership of complaints and continuous service improvement. The Complaints Manager also delivers a weekly “Tea, Coffee, Cake and Chat” session, providing informal one-to-one sessions and catch-up opportunities across the service. This initiative has strengthened engagement with frontline staff, encouraged open discussions about complaints and tenant feedback, and helped identify new ways of working. As a result, positive changes have been implemented, including improvements to the identification and delivery of reasonable adjustments, supporting a more inclusive and tenant-focused service.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders,	Y	Reports to Housing Advisory board and minutes Cabinet minutes TVF minutes Our Performance - Bury Council	We report on performance on complaints twice a year to our Housing Advisory Board We report complaints performance to Cabinet on an annual basis. The Tenant’s Voice Forum has been reviewing

	such as residents' panels, staff and relevant committees.			our approach to complaint handling including learning and performance Review Group for complaints inspection documents Website listening to you improving together Listening to you, improving together - Bury Council
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Y		Director of Housing & the Head of Performance, Assurance and Improvement are accountable for complaint handling
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Y		An appointed elected member Cllr receives a monthly briefing as well as regular meetings to have oversight of complaints handling and performance. The current MRC is new and will receive induction training and support in their new position. .
9.6	The MRC will be responsible for ensuring the governing	Y		The MRC has direct access to the complaints

	body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.			team and is provided with regular updates and should additional information be required it provided.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Y	Housing Advisory Board Briefing Leadership Briefing Cabinet Briefing	Monthly brief update is provided to MRC Monthly update is provided to Corporate Governance Assurance Board Six monthly reports to Housing Advisory Board on complaints Annual report to Cabinet on complaints
9.8	Landlords must have a standard objective in relation	Y		The Complaints Manager meets with Leadership weekly where appropriate to

	to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.			ensure that complaint priorities and themes are understood and supports change and culture across the business and to third parties. Standard agenda item on leadership meetings to discuss any issues with complaint handling Action for improvement – add as a standard agenda item to monthly operational managers meetings to discuss collective responsibility and ownership
--	---	--	--	--

This page is intentionally left blank



BURY COUNCIL – HOUSING SERVICES COMPLAINTS POLICY

**Author: Claire Rogan, Head of Performance,
Improvement, and Assurance**

Date Approved	
Review Date	

1.0 PURPOSE AND COMMITMENT

Bury Council Housing Services is committed to delivering high-quality services to our tenants and leaseholders, ensuring that everyone is treated fairly and with respect. This policy sets out our approach to handling complaints and explains the steps we will take to put things right when issues arise.

We recognise that, at times, things can go wrong. When this happens, we are committed not only to resolving the issue promptly, but also to learning from the experience and using those lessons to improve the services we provide.

Our aim is to deliver a complaints service that is fair, easy to access, and transparent, ensuring that tenants feel confident their concerns are taken seriously. We are also committed to using complaints as a valuable source of feedback to drive continuous learning and service improvement.

We will ensure all complaints are handled in line with the Housing Ombudsman Complaint Handling Code.

2.0 LEGAL AND REGULATORY FRAMEWORK

This policy is developed in line with the following legislation and meets the requirements of:

- The Housing Ombudsman's Complaint Handling Code 2024
- Consumer standards
- Social Housing (Regulation) Act 2023
- Localism Act 2011
- Housing Act 1996 (Schedule 2)
- General Data Protection Act 2018
- Equality Act 2010

3.0 WHAT IS A COMPLAINT

A complaint is:

An expression of dissatisfaction, however made. You do not need to use the word "complaint".

Any expression of dissatisfaction, however made, about our service, actions, or failure to act will be considered under this policy.

Whenever a tenant expresses dissatisfaction, we will give them the opportunity to make a complaint and explain the complaints process. Complaints may be made directly by the tenant or through an authorised representative and will be handled in accordance with this policy.

We will recognise dissatisfaction in all its forms and offer tenants the opportunity to raise a complaint. Tenants will not be treated differently or disadvantaged because of making a complaint.

Where concerns relate to services provided by contractors, we will take responsibility for managing these complaints.

We will accept all complaints unless there is a valid reason not to do so and will not unreasonably refuse to accept a complaint. Any decision not to accept a complaint will be considered on a case-by-case basis and will be clearly explained and evidenced.

4.0 SERVICE REQUESTS AND COMPLAINTS

A service request is where a tenant asks us to fix a problem or provide a service, such as carrying out repairs or maintenance work.

Where a tenant is dissatisfied with the way a service request has been handled or with the outcome, we will give the tenant the choice for this to be treated as a complaint. This applies even where the service request is still ongoing. In such circumstances, the complaint will be considered alongside the service request, and we will continue to progress the original request without delay while also addressing the concerns raised.

Whenever a tenant expresses dissatisfaction, we will provide them with the opportunity to make a complaint and explain how the complaints process operates. This applies regardless of whether the dissatisfaction relates to a service request, an existing case, a completed service, or any other aspect of our service delivery.

We will ensure that tenants are not required to pursue a service request before being given the option to make a complaint.

5.0 EARLY RESOLUTION

We will seek to resolve complaints at the earliest opportunity. Where a complaint can be resolved quickly and to the tenant's satisfaction, we will confirm the outcome and ensure it is recorded appropriately.

A complaint will only be closed where it has been resolved to the tenant's satisfaction or where a full response has been issued.

Where a complaint is resolved at an early stage, it will still be recorded as a complaint in line with this policy.

6.0 HOW TO MAKE A COMPLAINT

Tenants can make a complaint through a range of channels, including online, by telephone, in writing, or in person.

We will ensure that information about the Complaints Policy is widely promoted and easily accessible to all tenants. Details of how to make a complaint and tenants' rights will be communicated through our website, social media channels, newsletters, tenancy sign-up processes, welcome packs and targeted communications such as emails, letters and text messages. Information will also be shared through customer engagement activities and provided in accessible formats where required or upon request.

We will regularly review our communication methods to maximise awareness of the complaints process and the right to escalate complaints to the Housing Ombudsman Service where appropriate.

We will make reasonable adjustments to ensure our complaints process is accessible to all tenants, in line with the Equality Act 2010. This may include providing information in alternative formats, offering interpretation or support, and adapting communication methods to meet individual needs.

Complaints may be made by a representative on behalf of a tenant. We will seek consent where required or make appropriate arrangements where consent cannot be obtained.

7.0 COMPLAINTS PROCESS

We operate a two-stage complaints process in line with the Housing Ombudsman Complaint Handling Code. This ensures complaints are properly investigated and that tenants can request a review if they remain dissatisfied.

Stage 1 involves an investigation into the complaint, while Stage 2 provides a formal review by a senior officer.

8.0 PUTTING THINGS RIGHT (REMEDIES)

We are committed to putting things right when service failures occur. Appropriate remedies may be offered at any stage of the complaints process and will not be dependent on a complaint being escalated.

The organisation has processes in place to ensure complaints can be remedied at any stage of the complaints process. Complaint handlers are empowered to identify and implement appropriate remedies, including apologies, service improvements, corrective actions and compensation where appropriate, without requiring escalation to Stage 2. This is supported by the Complaints Policy, complaint handling procedures, delegated authority arrangements and complaint case records demonstrating remedies are routinely offered and implemented at Stage 1 and Stage 2.

When something has gone wrong, we will take appropriate action to put things right. Our response will be proportionate to the circumstances and the impact.

This may include an apology, a clear explanation, corrective action, a review of decisions, amendments to records, service improvements, or a financial remedy where appropriate.

Any remedy will reflect the impact on the tenant. We will clearly explain what actions will be taken and the timescales for completion, and we will ensure all actions are tracked and delivered.

We will take account of guidance issued by the Housing Ombudsman when determining appropriate remedies.

9.0 STAGE 1 – INVESTIGATION

9.1 Acknowledgement

We will acknowledge, define, and log the complaint within five working days of receipt.

At the point of acknowledgement, we will confirm our understanding of the complaint, clearly set out the issues we are investigating, and explain what we are responsible for, including where matters fall outside our remit. This ensures that both we and the tenant have a shared and clear understanding of the complaint from the outset.

9.2 Investigation

We will carry out a thorough, proportionate, and impartial investigation into all aspects of the complaint. This will include clearly defining the scope of the complaint, reviewing relevant records, speaking to staff or contractors where necessary, and considering all available evidence.

We will ensure that all relevant information is carefully considered and that findings are based on a full and balanced assessment of the evidence. Our investigation will be conducted with an open mind and will focus on addressing all issues raised by the tenant.

We will clearly document our findings and ensure that decisions are transparent, consistent, and supported by evidence.

We will continue to investigate the complaint even if we are unable to contact the tenant.

We will not close complaints due to a lack of contact and will continue the investigation based on the information available to us.

9.3 Additional Issues Raised During Investigation

Where a tenant raises additional issues during a Stage 1 investigation, we will assess whether these issues are related to the original complaint.

Where the additional issues are related and the Stage 1 response has not yet been issued, they will be incorporated into the existing complaint and investigated as part of that response.

Where the Stage 1 response has already been issued, or where the additional issues are not related to the original complaint or where including them would unreasonably delay the Stage 1 response, the issues will be logged and handled as a new complaint.

We will clearly explain to the tenant how any additional issues are being handled and ensure that complaint timescales are not unnecessarily delayed.

9.4 Response Timing and Actions

We will provide a full written response within ten working days of acknowledging the complaint (working days are Monday to Friday, excluding public holidays).

In line with the Housing Ombudsman Complaint Handling Code, a complaint response will be provided when the outcome of the complaint is known and will not be delayed while outstanding actions required to address the issue are completed. Any outstanding actions will be clearly explained, tracked separately, and actioned promptly. We will provide appropriate updates until all actions are completed.

Our response will clearly set out:

- The complaint stage and complaint definition
- The decision on the complaint
- The reasons for the decision
- Details of any remedy offered
- Any outstanding actions and associated timescales
- How to escalate the complaint to Stage 2 if the tenant remains dissatisfied

If it becomes apparent that we are unable to respond within the applicable timescale, we will inform the tenant as soon as possible, explain the reason for the delay, and provide a revised response date.

9.5 Complaint Outcomes

Our response will clearly confirm whether the tenant's complaint has been upheld, partially upheld, or not upheld.

9.6 Extensions (Stage 1)

Where additional time is required to complete the investigation, we may extend the response timeframe by up to ten additional working days. We will explain the reasons for the delay and confirm a revised response date and agree appropriate updates on the progress of the complaint.

If further time is needed beyond this, it will only be in exceptional circumstances. In such cases, we will agree the extension with the tenant and provide details of the Housing Ombudsman should the tenant remain dissatisfied.

Where a response is expected to fall outside the timescales set out in the Housing Ombudsman Complaint Handling Code, we will agree appropriate update intervals with the tenant and maintain regular communication until the response is issued.

10.0 STAGE 2 – REVIEW

If the tenant is dissatisfied with the Stage 1 response, they can request escalation to Stage 2 of our complaints process. This may be done if the tenant disagrees with the decision, or if they feel that issues raised have not been fully addressed or resolved.

A tenant does not need to provide a reason for requesting escalation to Stage 2, and requests will not be unreasonably refused.

The complaint will be reviewed by a senior officer who has not been involved in the Stage 1 investigation, ensuring independence and a fresh assessment of the complaint.

The Stage 2 review will involve a thorough and impartial reassessment of the complaint, including consideration of all relevant information and evidence. This will include reviewing how the complaint was handled at Stage 1, the quality and adequacy of the investigation, and whether the conclusions reached were reasonable and evidence-based.

The review will ensure that all aspects of the complaint have been fully addressed and that any identified service failures, learning points, or opportunities for improvement have been appropriately recognised.

10.1 Acknowledgement

We will acknowledge, define, and log the request for Stage 2 within five working days of escalation.

At this stage, we will clearly confirm the issues being considered and what aspects of the complaint are under review.

We will also reconfirm our understanding of the complaint, ensuring that the scope of the review and our responsibilities are clearly set out.

10.2 Response

We will provide a full response within twenty working days of acknowledging the Stage 2 request (working days are Monday to Friday, excluding public holidays).

The Stage 2 response will be issued when the outcome of the review is known and will not be delayed while outstanding actions are completed. Any outstanding actions will be clearly set out, tracked, and progressed promptly, with regular updates provided to the tenant until completion.

The Stage 2 response will clearly set out the decision, the reasons for that decision, any remedies offered and confirm that this is the final response to the complaint. It will also include details of how to contact the Housing Ombudsman. All relevant staff

will be involved as necessary to ensure a comprehensive, accurate and informed response is provided.

Our response will clearly set out:

- The complaint stage and complaint definition
- The decision on the complaint
- The reasons for the decision
- Details of any remedy offered
- Any outstanding actions and associated timescales
- How to escalate the complaint to the Housing Ombudsman if the tenant remains dissatisfied

10.3 Extensions (Stage 2)

If we are unable to respond within the applicable timescale, we will inform the tenant as soon as possible, explain the reason for the delay, and provide a revised response date. Where additional time is required, the response timeframe may be extended by up to 20 additional working days.

In exceptional circumstances where further delay is required, this will be agreed with the tenant. We will also provide details of the Housing Ombudsman should the tenant remain dissatisfied.

Where a response is expected to fall outside the timescales set out in the Housing Ombudsman Complaint Handling Code, we will agree appropriate update intervals with the tenant and maintain regular communication until the response is issued.

11.0 HOUSING OMBUDSMAN

If a tenant remains dissatisfied following our final response, they may refer their complaint to the Housing Ombudsman. The Ombudsman is independent, impartial, and free to use.

Tenants may contact the Ombudsman at any stage for advice and support. Contact details will be included in all complaint responses.

12.0 TIMEFRAMES AND DISCRETION

We will normally accept complaints within 12 months of the issue arising or from when the tenant became aware of the matter.

However, we recognise that there may be circumstances where it is appropriate to consider complaints outside this timeframe. We will apply discretion on a case-by-case basis, considering factors such as vulnerability, personal circumstances, ongoing issues, or where we have contributed to a delay in the complaint being raised.

13.0 FAIR EXCLUSIONS

We will consider all complaints fairly and take account of the individual circumstances in each case. While we aim to accept and investigate all complaints, there may be limited situations where we decide not to investigate part or all of a complaint.

In line with the Housing Ombudsman Complaint Handling Code, we will ensure that access to the complaints process is maintained wherever possible. Complaints can still be raised alongside insurance claims where they relate to service delivery, such as delays or communication.

Anonymous complaints will be logged and investigated as far as reasonably practicable, and any contact restrictions in place will not prevent a tenant from accessing the complaints process.

We will always explain any decision not to accept or investigate a complaint, provide clear reasons for that decision, and signpost tenants to alternative options where appropriate, including the right to refer the matter to the Housing Ombudsman Service.

There may be circumstances where we are unable to consider a complaint, for example where legal proceedings have formally commenced. This is defined as when details of a claim, including the Claim Form and Particulars of Claim, have been filed with the court.

Where we decide not to accept a complaint, we will clearly explain our reasons and advise the tenant of their right to refer the decision to the Housing Ombudsman. Decisions will be made on a case-by-case basis, ensuring that each matter is considered fairly and in line with this policy.

Where an issue does not meet the criteria for a complaint, the relevant service manager will consider the matter outside of the complaints process and respond accordingly.

14.0 COMPLAINT CLOSURE

We will only close a complaint once we have provided a response that addresses all the issues raised. A complaint will only be closed where it has been resolved to the tenant's satisfaction, or where we have clearly explained our final position, including the reasons for our decision and the tenant's right to escalate the matter if they remain dissatisfied.

15.0 LEARNING AND IMPROVEMENT

We are committed to using complaints as a key source of learning to improve our services and outcomes for tenants.

We will ensure that lessons learned from complaints are identified, recorded, and used to drive service improvement. This includes analysing complaint trends, tracking actions taken in response to complaints, and using this information to inform service delivery and decision-making.

We will also ensure that learning from complaints is embedded through staff training and development, so that improvements are sustained over time.

Accurate records of complaints, outcomes, and resulting actions will be maintained to support transparency, accountability, and continuous improvement.

16.0 GOVERNANCE

We are committed to ensuring effective governance and oversight of complaints handling. We will regularly monitor and report on complaint performance to senior leaders and provide updates to the Housing Advisory Board (HAB) to support transparency and accountability.

We will complete an annual self-assessment against the Housing Ombudsman Complaint Handling Code to ensure ongoing compliance and identify areas for improvement. We will also publish information on complaint performance and the learning arising from complaints to demonstrate how feedback is used to improve services.

We will produce an Annual Complaints Performance and Service Improvement Report in accordance with the Housing Ombudsman Complaint Handling Code.

The report will provide an assessment of complaints performance, complaint handling effectiveness, lessons learned, service improvements delivered, and areas identified for further development.

17.0 FAIR ACCESS AND ACCEPTABLE BEHAVIOUR

In some circumstances, we may need to manage how we communicate with a tenant in line with our Zero Tolerance Procedure, where behaviour is considered unreasonable or unacceptable. Any such arrangements will be proportionate, regularly reviewed, and will demonstrate due regard for the provisions of the Equality Act 2010. These arrangements will not prevent the tenant from accessing the complaints process, and the tenant will always be able to raise and pursue a complaint.

Where a complaint is assessed as malicious or vexatious, we will clearly explain the reasons for this decision and any action we intend to take in managing the complaint. Any such decision will be made on a case-by-case basis, ensuring it is fair, evidence-based, and in line with this policy. We will also ensure that any restrictions applied do not unreasonably restrict the tenant's ability to access our services or the complaints process.

18.0 COMPALINT RECORDING AND RECORD KEEPING

Throughout the complaints process, we will maintain clear, accurate, and comprehensive records for all complaints, in line with the Housing Ombudsman Complaint Handling Code.

Our records will include:

- The details of the complaint and how it was received
- The defined scope of the complaint and any changes during the investigation
- All correspondence and communication with the tenant
- Actions taken, investigations carried out, and evidence considered
- Decisions made and the reasons for those decisions
- Any remedies offered and actions completed, including timescales

All complaints will be recorded within our case management system to ensure a complete and auditable record of how each complaint has been handled.

We will ensure that records are kept up to date throughout the complaints process and that there is a clear audit trail demonstrating how decisions have been reached and actions delivered.

Complaint data will be used to monitor performance, identify trends, and support learning and service improvement across the organisation.

All information will be handled and retained in accordance with the Data Protection Act 2018 and UK GDPR, ensuring that personal data is processed lawfully, fairly, and securely.

19.0 APPROVAL AND REVIEW

Document owner - Claire Rogan	Head of Performance, Improvement, and Assurance
Leadership Team Meeting – Director of Housing	Date approved dd/mm/yyyy
Review frequency	Annual

This page is intentionally left blank

Report to	Housing Advisory Board
Date	28/07/2026
Agenda No. & Title	No. 8 Decent Homes and Stock Condition Assurance
Purpose of the Report	To provide overview of 2026.27 Decent Homes Standard and Stock Condition including revised process for managing and reporting on Decent Homes
Status	Assurance
Author	Boe Halam – Head of Housing Property
Report Contact	Boe Haslam b.haslam@bury.gov.uk mob. 07483193305
Appendices	None
Background Documents	None
Recommendation/s	To discuss and agree the revised process
Corporate Plan Objective	☒ Satisfied Tenants ☒ Quality Homes ☐ United Communities
Risk Implications	H1 - Unsafe, insecure and non compliant Homes H24 - Capital Programme: Reputational damage, failure to maintain housing stock in accordance with the stock condition data H35 - Data Quality & Asset Intelligence- Poor quality stock condition and repairs data leading to ineffective decision-making and misallocation of resources.
Risk Controls and mitigations	1) Restructure complete, key permanent roles now filled with further recruitment to complete Housing Assets establishment underway.

	2) Draft Stock condition Strategy and Policy awaiting approval from Housing Leadership Team 3) Data validation and new performance indicators in place
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. Quality Stock condition and DHS data is central to this process as it informs compliance and future planned programmes.
EDI Implications	Tenant's needs and requirements are identified and addressed. Tailored 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. This includes the emphasis on Decency. The website will be updated to reflect the process once the document has been agreed by Leadership.
Next Steps	Agenda for next HAB

1. Introduction

1.1 The purpose of the report is to provide an overview of 2026/27 Decent Homes and Stock Condition including the revised process for managing and reporting on Decent Homes.

1.2 Firstly, it is important to note that the Government has set out a new Decent Homes Standard which will apply from 2035. Before then we need to ensure we understand the

revised standard and how many of our homes fail to meet the revised standard. Work on this is underway.

1.3 We will then need to put in place a revised investment programme to ensure all our homes meet the new standard by 2035 when it will form part of the regulatory standards. We are expecting further detailed guidance from the government to support implementation of the standard later this year.

1.4 Under the revised standard to be decent homes must meet the following criteria;

- Criterion A - A home must be free of the most dangerous hazards.
- Criterion B - A home must be in a reasonable state of repair.
- Criterion C - A home must provide core facilities and services.
- Criterion D - A home must provide thermal comfort.
- Criterion E - A home should be free of damp and mould.

1.5 In our year end Performance report 2025.26, we identified the following:

From April 2026, our approach to reporting housing decency will move to a more predictive and forward-looking model. This will give us a clearer view of properties that are likely to fall into non-decency, enabling earlier planning of inspections and the timely scheduling of capital works where appropriate. This shift will support more proactive asset management and better prioritisation of investment.

2. Background

2.1 Prior to 2026/27 the Bury Council Housing process was to ascertain potential Decent Home Standard (DHS) fails on a monthly basis. A desktop analysis was carried out on the potential fails to double check property data. If no data was held on the condition of the property, a stock condition survey was arranged to clarify the position.

2.2 We need to shift away from the monthly reactive process of dealing with DHS validation and reporting. It fails to provide a full view of DHS fails at the start of the new financial year, it is more reactive and is less efficient planning wise.

2.3 Bury Council has had very low levels of DHS fails. Whilst the target is 0% non-decent it's imperative that we have a good knowledge and understanding of DHS fails upfront, to allow for effective validation, planning and to identify trends.

3. New process for managing and reporting on Decent Homes

3.1 From April 2026 a DHS report will run for the full year (April – March 2027), this indicating all properties due to fail the DHS within the financial year.

3.2 Desktop analysis will be undertaken to check whether we hold property data showing that repair or element renewal has been completed. This includes completions from capital investment programmes for example, roof or window replacements, capitalised work via Repairs & Maintenance and Compliance teams. This could also include Housing & Neighbourhood team intervention, for example tenant support for hoarding cases.

3.3 Once the desktop exercise has been exhausted, properties requiring stock condition surveys will be arranged to check and validate the property data. Where the failing elements needs renewal or repair these will be prioritised accordingly.

3.4 Once all necessary works are completed, the stock condition data base will be updated. If works are not necessary, the stock condition database will be updated with a revised expected year of renewal.

3.5 Any DHS fails identified as part of ongoing stock condition surveys including HHSRS (CAT 1's) will be raised for repair or renewal and remain monitored through to completion.

3.6 The Investment team will monitor the DHS throughout the year; accurate and timely monthly collection of major works completions will help provide better confidence in the accuracy of our stock condition data and future investment needs.

3.7 The change to process and procedures will allow for more transparency around stock condition survey data and actions evidenced relating to the DHS and the condition of our stock and tenants' homes.

3.8 To note, the numbers of properties potentially failing DHS during 2026/2027 have risen significantly, however through desktop analysis and stock surveys there will be notable reductions in these numbers throughout the financial year, with a clear line of evidence on DHS fails have been remediated in case of audit.

4. Quarter 1 2026/27 update for Stock Condition Survey (SCS) programme and Decent Homes Standard

4.1 The SCS programme is essential to improve knowledge and understanding of the condition of our properties. We have recruited a Stock Data Analyst with a clear focus on ensuring the SCS data we hold is accurate, managed and is regularly updated.

4.2 In turn this will provide a much better level of data confidence and improve

our understanding of investment needs and requirements over the short, medium and longer term.

4.3 The SCS as well as other key investment needs such as compliance, energy efficiency and planned maintenance informs our 30-year Business plan.

4.4 We hold stock condition data against **88%** of our homes with a target of 100%.

- **85.5%** of the current stock has a Stock Condition Survey carried out in the last five years.
- **14.5%** of the stock will be programmed for a SCS in the remaining months of 2026/27 along with targeted SCS.
- **2027-2028** will begin with those whose survey is 5 years old, this marks the commencement of the 20% rolling programme.

4.5. Decent Homes Standard Reporting year end 2025/26

4.5.1 At year end 2025.26 we had 58 properties that did not meet the Decent Homes standard (DHS), this figure includes 4 HHSRS fails. Within the 58 properties we had 1 property being omitted from improvement work at the tenant's request.

4.5.2 Any properties deemed to be failing the DHS are closely monitored through to the satisfactory completion of remedial or renewal work and prioritised accordingly.

4.6. Decent Homes Standard reporting for Quarter 1 2026/27

4.6.1 At the of beginning April 2026, the stock condition database **indicated** that during 2026/27 **1639** properties would fall into non decency. Whilst recognising this number is very high, we expect through ongoing data validation for capital completions data this number will reduce significantly.

4.6.2 So far, through the desktop analysis of property data, this number has reduced to **1367** which equates to a 16.6% reduction. This percentage figure is above the 10% target set for Q1.

4.6.3 There is continued analysis of data, with results of a scoping/survey exercise due shortly, this is imperative as allows for more accurate update of stock condition.

4.6.4 Homes requiring works to DHS will be planned in accordingly and prioritised as part of 2026/27 investment programmes, one-off repairs, renewals or tenancy support if needed around property condition.

4.6.5 DHS summary table

Quarter one reporting 2026.27	
Total number of failing properties - Bury Council, Buy Back Lease & Repair, Shared Ownership	1367
Failing criterion	Number of fails
Criterion A - HHSRS	24
Criterion B - State of Repair	1268
Criterion C - Modern Services and Facilities	33
Criterion D - Thermal Comfort	52
Total number of failing by criterion	1377
Comments/notes	
The total number of failing by criterion is not equal to the total number of failing properties. Some failing properties are failing more than one criterion. *To note this reflects the current reporting for DHS	

5 Stock Condition & EPC C

5.1 Our housing stock is at 70% for EPC C and above rating and we expect this figure to rise during the financial year due to recent completion of our EPC and Carbon reduction programmes.

5.2 Grant funding from Social Housing/Warm Homes fund via GMCA is crucial to support the HRA and we continue to build on the successes of previous programmes.

5.3 Investment helps provide more modern energy efficient homes that meet the Regulator's Decent Homes Standard. The measures aim to provide improved thermal comfort and ventilation, reduce energy consumption and bills, with positive outcomes for our tenants, homes, and the environment.

5.4 Additionally, the implementation of an Energy Platform as part of our forthcoming IT upgrade will assist with energy data management, future investment planning & feasibility, and support bid funding applications.

Report to	Housing Advisory Board
Date	28/07/2026
Agenda No. & Title	No.9 Quarter 1 Performance update
Purpose of the Report	To provide the Housing Advisory Board with an overview of quarter 1 performance for 2026/27.
Status	For assurance and approval
Author	Claire Rogan
Report Contact	c.rogan@bury.gov.uk
Appendices	Appendix 1: Q1 HLT Scorecard
Background Documents	N/A
Recommendation/s	• Discuss and note the Q1 26/27 performance and assurance from mitigations • Agree new rolling target for Complaints and ASB cases per 1000 stock • Agree additions/removals of Performance indicators.
Corporate Plan Objective	The indicators provide evidence to the reporting of the 3 year objectives. • Improve the quality and safety of our homes • Improve customer service and increase customer influence • Ensure a sustainable business plan • Prevent and reduce homelessness and support communities • Improve tenant satisfaction
Risk Implications	H1 – Unsafe, insecure and non-compliant homes H2 – Unsafe, unsecure and non-compliant tenancies H3 – Poor tenant satisfaction H4 – Increased homelessness H10 – Ongoing poor rent collection/ performance

Mitigations/Controls	Regular performance monitoring of key services areas and performance indicators ensures HAB are able to track performance and understand areas where improvement is required. Mitigating actions where performance is not meeting target are included in the performance report.
Financial and Value for money implications	Right first time delivery of services ensure the services are delivered effectively and efficiently. Rent income performance indicators provide an indication of the effectiveness and efficiency of the council's rent collection process and whether we are collecting the income due into the HRA. One of the key areas for improvement to improve the health of the HRA is to ensure we improve our rent collections and work to decrease the level of arrears over the next three years. An improvement plan for income collection is being managed by the Head of Corporate Collection & Support.
Regulatory/ governance and legal implications	The report demonstrates alignment with regulatory expectations, including the Housing Ombudsman Complaint Handling Code and emerging requirements such as Awaab's Law. Performance monitoring and benchmarking against Housemark support transparency and assurance
Assets and Liabilities	Asset Management indicators are key to ensuring oversight of the assets and liabilities. New indicators provide assurance of progress towards 100% coverage of stock.
Resource Implications	Performance has been impacted by resourcing challenges, including recruitment and retention pressures. Recruitment to key service areas is now largely complete, with improved alignment between demand and capacity expected in 2026/27.
Customer Impact	Customers have experienced variability in service delivery, particularly in repairs, communication, and access to services. However: • Complaint handling performance has improved • Safety and compliance performance remains strong • Service changes and planned improvements are expected to enhance customer experience

EDI Implications	Not applicable
Sustainability and Environmental Implications	There are no sustainability or environmental impacts of this report. Specific indicators monitor the EPC rating for the stock.
Privacy/Data Protection	N/A
Colleague Impact	Not applicable
Stakeholder Communications and Reputational Impact	Performance below sector benchmarks in key areas may carry reputational risk. However, transparent reporting, clear improvement planning, and engagement with tenants (e.g. Tenant Voice Forum) and visibility upon publishing performance support trust and accountability
Next Steps	• Track performance against 2026/27 targets • Continue to implement and track progress of mitigating actions where applicable. • Continue benchmarking against Housemark and sector peers • Provide regular performance updates to the Housing Advisory Board.

1. Overall Summary

- 1.1. Appendix 1 presents quarter one 2026-27 performance for Bury Housing Services. 28 performance indicators are below the expected targets and Heads of Service have provided commentary to explain performance and action being taken to improve.
- 1.2. Benchmarking information is provided where it is available against the 2025/26 data for comparison. When new benchmarking information is available, the report will be updated.
- 1.3. Performance on the Tenant Satisfaction Measures (TSMs) have seen progress continuing to build on the foundations of 2025-26. Further work on the communications strategy should help improve perception of our work throughout the year.
- 1.4. Targets have been set to drive progress throughout the year. Quarter 1 has set a good precedent, for example key actions on the service plans have driven improvements in repairs for work in progress and emergency repairs which should filter down to the rest of the service.

- 1.5. Indicators that are not meeting target have been mitigated. On assessment key risk areas are Income Collection and outstanding EICRs. The Leadership Team will meet with The Head of Corporate Collection & Support to assess progress of the action plan in August 2026. Monthly compliance reporting will monitor the review of the outstanding EICR's to ensure that recovery and backlog is being well managed and there is no further risk to tenants.

2. Amends to Performance Indicators

- 2.1. As we have reviewed performance during the quarter one reporting cycle it has become evident that there would be more suitable calculations for some performance indicators, particularly where the performance indicator is an annual performance indicator. Therefore, HAB is asked to approve the following changes

2.1.1. **Complaints relative to the size of the landlord – Stage 1** – having reviewed how this performance indicator is calculated, in year performance would be better represented as an annual rolling figure. We have also reviewed the target based on the number of complaints received in the first quarter of the year and calculated the year end target based on this. It is recommended that the target is changed from 27.5 complaints per 1000 properties to 83 complaints per 1000 property to reflect the first quarter volume and the new complaints culture.

2.1.2. **Anti-social behaviour cases relative to the size of the landlord** - similarly to complaints this performance indicator is better represented as an annual rolling figure. The target is 20 case per 1000 aiming for similar number of cases last year to encourage Housing Officers opening appropriate cases.

2.1.3. **Homes that do not meet the Decent Homes Standard** the target was previously staggered but been set for the end of the year as 0%.

3. New and removed Indicators

- 3.1. Heads of Service have reviewed the indicators and propose the following changes to make reporting clearer

3.1.1. **Volume of Stock Condition Surveys Completed** and the sister PI **Percentage of planned stock condition surveys completed** are included to provide HAB with an understanding of the progress of the 12-month stock condition survey programme to bring us to 100%.

3.1.2. **Homes (dwelling units) that have had a stock condition survey in the last 2 years** has been removed as the focus is on the 5-year cycle.

3.1.3. From quarter 2 the **percentage of tenancies visited in the last 12 months will be reported** as a rolling 12-month figure. The target will be 45%.

3.1.4. From quarter 2 the **percentage of upheld stage 1 complaints** will be reported to monitor the balance between the number of complaints and failures in performance. This will be for information only to build a baseline.

4. Next steps

4.1. Housing Advisory Board are asked to;

- Discuss and note the Q1 26/27 performance and assurance from mitigations
- Agree new rolling target for Complaints and ASB cases per 1000 stock
- Agree additions/removals of Performance indicators.

This page is intentionally left blank

**Bury Council
HLT Quarter 1
2026-27**

Version: DRAFT
Updated: 21/07/2026
Data as: 01/07/2026
Produced By: Claire Rogan

Code	Tenant Satisfaction Measures	2025/26 Value	Q1 2026/27 Value	Quarterly trend	2026/27 target	Benchmark HouseMark ¹	Benchmarking GMHP ²
TP01	Percentage of tenants satisfied with the overall service their landlord provides	73.91%	71.73%	↓	77%	Q2	Q3
TP02	Satisfaction with repairs	72.87%	77.6%	↑	80%	Q4	Q4
TP03	Satisfaction with time taken to complete most recent repair	71.19%	73.81%	↑	78%	Q3	Q4
TP04	Satisfaction that the home is well maintained	71.19%	72.41%	↑	79%	Q4	Q4
TP05	Satisfaction that the home is safe	75.03%	79.14%	↑	82.9%	Q4	Q4
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	56.7%	54.89%	↓	65%	Q3	Q4
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	68.12%	71.13%	↑	77%	Q3	Q4
TP08	Agreement that the landlord treats tenants fairly and with respect	75.95%	80.71%	↑	80%	Q2	Q4
TP09	Satisfaction with the landlord's approach to handling complaints	47.78%	49.28%	↑	55%	Q1	Q1
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	49.3%	45.78%	↑	65.5%	Q4	Q4
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	58.12%	60.9%	↑	62.5%	Q4	Q4
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour	52.59%	54.55%	↑	60.4%	Q3	Q4

¹ English LAs (excl. London) 5k-10k stock using 2025/26 data

² Greater Manchester Housing Providers using 2025/26 data

code	Asset Management	2025/26 Value	Q1 2026/27 Value	2026/27 target	Benchmark HouseMark	GMHP
AM01b	Homes (dwelling units) that have had a stock condition survey in the last 5 years	82.95%	85.5%	100%	Q1	Q4
AM06	% of stock condition surveys completed in year (planned)	New	2.06%	16%	N/A	N/A
AM06a	Number of stock condition surveys completed in year	New	151	1097	N/A	N/A
AM01	Homes that do not meet the Decent Homes Standard	0.723%	18.67%	0%	N/A	N/A
AM08	% of homes with an EPC rating of C or above.	59.68%	69.95%	80%	Q1	Q3

Code	Complaints	2025/26 Value	Q1 2026/27 Value	Quarterly trend	2026/27 target	Benchmark HouseMark	GMHP
CH01a	Complaints relative to the size of the landlord - Stage 1	25.85	43	↑	84	Q1	Q1
CH01b	Complaints relative to the size of the landlord Stage 2	0.6	4.1	↓	Info Only	Q1	Q1
CH02a	Complaints responded to within Complaint Handling Code timescales - Stage 1	100%	100%	▬	100%	Q1	Q1
CH02b	Complaints responded to within Complaint Handling Code timescales - Stage2	100%	100%	▬	100%	Q1	Q1

Code	Voids	2025/26 Value	Q1 2026/27 Value	Quarterly trend	2026/27 target	Benchmark HouseMark	GMHP
TM3	Average time taken to re-let local authority housing	45	56	↓	39	N/A	N/A

Code	Compliance	2025/26 Value	Q1 2026/27 Value	Quarterly trend	2026/27 target	Benchmark HouseMark	GMHP
BS01	Gas Safety Checks	99.77%	99.77%	▬	100%	Q4	Q4
BS02	Fire Safety Checks	87.89%	100%	↑	100%	Q1	Q1
BS03	Asbestos safety checks	100%	100%	▬	100%	Q1	Q1
BS04	Water safety checks - Legionella	96.67%	100%	↑	100%	Q4	Q4
BS05	Lift safety checks	100%	100%	▬	100%	Q1	Q1
CM06	Percentage of Tenanted Properties with Valid Electrical Safety Certificate	94.47%	88.3%	↓	100%	N/A	N/A
CM11	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	67	130	↑	Info Only	N/A	N/A

Code	Rent Collection	2025/26 Value	Q1 2026/27 Value	Quarterly trend	2026/27 target	Benchmark HouseMark
FM1	Total rent arrears (Bury Council Stock) Current and former tenants	£2,892,656	£3,163,670	↓	Info only	N/A
FM4	Percentage of rent arrears of current tenants	5.47%	5.63%	↓	4.5%	2.5%
FM7	Cumulative rent loss from vacant LA homes	1.35%	0.79%	↑	1.07%	N/A

Code	Neighbourhood Management	2025/26 Value	Q1 2026/27 Value	Quarterly trend	2026/27 target	Benchmark HouseMark	GMHP
NM01a	Anti-social behaviour cases relative to the size of the landlord	15.85	19	↑	20	Q1	Q1
NM01b	Anti-social behaviour cases relative to the size of the landlord that involve hate incidents	1	0	▬	Info Only	Q1	Q1

Code	Repairs & Maintenance	2025/26 Value	Q1 2026/27 Value	Quarterly trend	2026/27 target	Benchmark HouseMark	GMHP
RM01	Work in Progress figures	1,838	1,585	↑	1,000	N/A	N/A
RP02a	Percentage of non emergency repairs completed within the landlord's target timescale	68.98%	56.98%	↓	90%	Q4	Q4
RM03	Repairs completed right first time	75.29%	89.43%	↑	85%	N/A	N/A
RMA04a	Average Completion Time - Appointable	New	23	N/A	20	N/A	N/A
RMW01d	% Work in Progress overdue to Work Orders raised	New	39.62%	N/A	5%	N/A	N/A
RP02b	Percentage of emergency repairs completed within the landlord's target timescale	97.18%	98.3%	↑	100%	Q3	Q4
RMU04a	Average Completion Time - Urgent in days	New	4	N/A	5	N/A	N/A

Code	Awaab's Law	2025/26 Value	Q1 2026/27 Value	Quarterly trend	2026/27 target
ALRME04	Awaab's Law % of Emergency repairs completed within the landlord's target timescale	New	67.74%	N/A	100%
ALRMS04	Awaab's Law % of Significant repairs completed within the landlord's target timescale	New	79.66%	N/A	98%

Code	Homelessness	2025/26 Value	Q1 2026/27 Value	Quarterly trend	2026/27 target
HACC001a	Number of households in TA on last day of month (Bed & Breakfast)	41	48	↓	Info Only
HSKPI014	Number of Hotel move-ons per month to positive outcomes	13	19	↓	Info Only
HSKPI015	Overall number of confirmed rough sleepers per month	34	31	↑	Info Only

Code	Tenant Satisfaction Measures	Exception Notes
TP01	Percentage of tenants satisfied with the overall service their landlord provides	Strong performance in repairs, safety and complaints suggests that the principal challenges to overall satisfaction relate to neighbourhoods, communal areas, tenant influence and communication. To address this focus is on improving the grounds maintenance and cleaning services and tackling ASB. A new caretaking, cleaning and contract manager will strengthen oversight. Planned action over the summer will increase visibility and give opportunities to highlight involvement opportunities.
TP02	Satisfaction with repairs	Tenant satisfaction with repairs increased to 77.6% in Q1 2026/27, representing a significant improvement from 71.43% in Q4 2025/26 and the highest reported performance over the last four quarters. This positive movement reflects the impact of continued service improvements across the repairs function. The improvement is likely linked to increased focus on repair completion times, enhanced communication with customers, and ongoing efforts to improve the customer experience throughout the repair journey. Recent progress in emergency repair performance and greater management oversight of service delivery have also contributed positively to customer perceptions. Despite the strong improvement, performance remains marginally below the target and there continues to be feedback from some tenants regarding repair delays, follow-on works, appointment availability and communication around repair progress. Addressing these issues remains a key priority. Actions are ongoing to further enhance customer satisfaction through improved scheduling, increased first-time fix rates, proactive customer contact, and continued monitoring of customer feedback to identify service improvement opportunities. Maintaining the positive momentum achieved in Q1 will be essential to achieving and sustaining the 80% target during 2026/27.
TP03	Satisfaction with time taken to complete most recent repair	Tenant satisfaction with the time taken to complete the most recent repair increased to 73.81% in Q1 2026/27, up from 69.39% in Q4 2025/26. This represents an improvement of 4.42 percentage points and indicates growing customer confidence in the responsiveness of the repairs service. The positive trend reflects the impact of actions taken to improve repair delivery, including enhanced scheduling processes, increased management oversight of outstanding repairs, and a focus on reducing delays associated with follow-on works. Improvements in the completion of emergency repairs and efforts to better manage repair workflows have also contributed to improved customer perceptions. Whilst performance remains below the target of 75.5%, the gap has narrowed to 1.69 percentage points, demonstrating encouraging progress. Feedback from tenants suggests that repair completion times continue to be a key driver of customer satisfaction, particularly where repairs require multiple visits, specialist contractors, or the procurement of materials. Work will continue to focus on reducing repair completion times, improving communication with tenants throughout the repair process, and increasing first-time fix rates. These actions are expected to support further improvements in customer satisfaction and help achieve the target during 2026/27.

Code	Tenant Satisfaction Measures	Exception Notes
TP04	Satisfaction that the home is well maintained	Increase from the previous quarter and moving towards target as we continue to deliver the capital programme. Further capital works throughout the year should continue to improve this indicator, boiler, kitchens, bathroom roofing schemes all on site. Communications of before and afters will increase visibility of works to increase tenant perception. Improvements with the Repairs service should increase satisfaction indirectly
TP05	Satisfaction that the home is safe	Increase from the previous reporting and moving towards target. Communication strategy should support the service to highlight the importance of safety checks and the work the council does to ensure properties are safe e.g. Gas safety checks. Publicising the compliance dashboard regularly should help tenants understand property safety versus neighbourhood safety.
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	We have increased opportunities for tenants to share their views through transactional surveys, neighbourhood walkabouts, action days, estate inspections and wider tenant engagement activities. We are committed to demonstrating how tenant feedback influences service delivery and decision-making and this can be seen through learning through complaints and newsletters. We are also using feedback from Tenant Satisfaction Measures, surveys and local engagement activities to identify areas for improvement and target resources where they are most needed. By increasing communication, involving tenants in inspections and service reviews, and ensuring feedback leads to meaningful action, we aim to strengthen trust and improve satisfaction that tenants are listened to and can influence the services they receive.
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	Keeping tenants informed remains a key priority, and we continue to improve the way we communicate with residents about the services they receive and issues affecting their neighbourhoods. During the quarter, we have increased communication through tenant newsletters, neighbourhood engagement activities and targeted updates on local issues. We have also introduced a <i>"You Said, We Did"</i> approach to demonstrate how tenant feedback is influencing service improvements and decision-making. We are developing communication plans across a number of service areas including grounds maintenance and cleaning services to increase awareness of the work being undertaken and ensure tenants are better informed about matters that affect them. By continuing to strengthen our communication channels and providing regular updates on the issues that matter most to tenants, we aim to improve confidence in the service and increase tenant satisfaction in this area.
TP09	Satisfaction with the landlord's approach to handling complaints	We have improved the process in which tenants and customers can complain as per the planned approach with Housemark which has resulted in a positive increase in the volume of complaints. Despite the increase we have continued to manage the process efficiently and responding within timescales. The Complaints Team have been working with service managers to improve the quality of responses. Tenants will be dip-sampling responses alongside an internal independent quality check.

Code	Tenant Satisfaction Measures	Exception Notes
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	Satisfaction with the cleanliness and maintenance of communal areas increased in June 2026 compared to the previous month. However, performance remains below the target of 65.05%, with an outturn of 45.78%. To address this, the Grounds Maintenance Team is now fully recruited and trained and is actively working across our neighbourhoods to improve standards. Our cleaning service has also been focused on driving up performance by working closely with staff to ensure expectations are clearly understood and consistently delivered. As TSM results do not provide scheme-specific feedback, we are undertaking additional work to better understand tenants' experiences. Transactional surveys have been completed for both the Grounds Maintenance and Cleaning Services, providing more detailed insight into areas of dissatisfaction. In response, we are increasing our programme of inspections and carrying out joint inspections with tenants at schemes where concerns have been identified, ensuring residents have a direct role in highlighting issues and shaping improvements. We are also developing a communications plan for both services to increase awareness of the work being carried out and the standards tenants can expect. In addition, a new Caretaking, Cleaning and Contract Manager is due to start in August 2026 and will provide dedicated leadership to strengthen service delivery, improve quality assurance and drive further improvements in tenant satisfaction.
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	Tenant satisfaction with our contribution to neighbourhoods increased in Q1 2026/27 compared to Q4 2025/26. This reflects the work being undertaken across Bury to provide a more visible and proactive neighbourhood service. During the quarter, we increased the number of neighbourhood walkabouts and action days, providing more opportunities for residents to raise concerns directly with officers and helping us respond more quickly to local issues. We have also strengthened partnership working with Greater Manchester Police and other agencies to take a more proactive approach to tackling anti-social behaviour and environmental concerns. We will continue to increase communication with tenants to ensure residents are aware of the work taking place in their neighbourhoods and can see how their feedback is influencing local priorities and service improvements. By being more visible, responsive and accountable, we aim to further improve satisfaction and build stronger, safer communities across Bury.
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour	Satisfaction with our approach to handling anti-social behaviour increased in June 2026 compared with the previous quarter. Whilst performance remains below the target of 60.4%, with an outturn of 54.55%, this positive movement demonstrates that the actions being taken are beginning to have an impact. We continue to focus on improving performance in this area through stronger case management, proactive partnership working and enhanced service oversight. Regular case audits and performance monitoring tools have been implemented to ensure that ASB cases are managed consistently and in line with our policies and service standards. We have also improved communication with tenants throughout the ASB process, ensuring residents are kept informed about actions being taken and case progress. To demonstrate how tenant feedback is shaping service improvements, we have introduced a regular "You Said, We Did" feature within our tenant newsletter, highlighting the changes made in response to tenants' concerns. Working closely with Greater Manchester Police and other partners, alongside increased neighbourhood visibility through walkabouts and action days, we remain committed to tackling anti-social behaviour and improving confidence in the service we provide.

Code Performance Exception Notes Improvement and Assurance

CH01a	Complaints relative to the size of the landlord - Stage 1	The complaints target has been revised from 27.5 to 83 complaints per 1,000 properties to provide a more accurate reflection of the level of complaints expected for a landlord of our size for the year. As highlighted in the Complaints Annual Performance and Learning Report 24/25, complaint volumes were under-reported last year, and the increase seen in Quarter 1 reflects work undertaken to ensure all expressions of dissatisfaction are recorded appropriately, including relevant Councillor enquiries. The rise in complaint numbers is therefore viewed positively as evidence of improved reporting and compliance with the Housing Ombudsman's Complaint Handling Code. To provide further transparency, from August onwards complaint volumes will be reported alongside the upheld rate, enabling better understanding of if we are effectively resolving complaints, learning from outcomes and driving service improvements.
-------	---	--

Code Assets Exception Notes

AM01b	Homes (dwelling units) that have had a stock condition survey in the last 5 years	There is a programme to ensure that 100% of dwellings have had a stock condition survey in the last 5 years by the end of 2026/27. As per AM01, AM06, AM06a capacity of internal stock condition surveyors has hindered the planned progress but agency recruitment will support getting back on track.
AM01	Homes that do not meet the Decent Homes Standard	There were 1367 DHS fails on the stock data database for end of June 2026. There is continued analysis of data, with results of a scoping/survey exercise due shortly. This will allow for more accurate update of stock condition which may reduce the number of non-decent properties. Homes requiring works to DHS will be planned in accordingly and prioritised as part of 2026/27 investment programmes, one-off repairs, renewals or tenancy support if needed around property condition. Targeted SCS will follow once full desktop completed.
AM06	% of Stock Condition Surveys completed in year (planned)	In order to achieve 100% in AM01 16.3% of the stock (1097 surveys) needs to be surveyed in 2026/27. The team are slightly behind the planned programme due to the permanent stock condition surveyors joining the team late in June 2026. Recruitment of a third agency stock condition surveyor will support the completions.
AM06a	Number of stock condition surveys completed in year	In order to achieve 100% in AM01 16.3% of the stock (1097 surveys) needs to be surveyed in 2026/27 equating to 366 a month. The team are slightly behind the planned programme due to the permanent stock condition surveyors joining the team late in June 2026. Recruitment of a third agency stock condition surveyor will support the completions.

Code	Assets	Exception Notes
AM08	% of homes with an EPC rating of C or above.	We expect this figure to rise during the financial year due to recent completion of Energy investment works and the continuation of EPC works. Additionally, the implementation of SAVA IE a part of QL upgrade will assist with calculations and identifying quick wins alongside major investment measures for EPC target goals by 2030.

Code	Voids	Exception Notes
TM3	Average time taken to re-let local authority housing	June performance remains significantly off target, with average re-let times at 54 days. The principal cause continues to be the poor condition of returned properties, particularly the high proportion requiring clear-outs and extensive works before inspection. Capacity pressures within the voids service and reliance on contractor resources have further affected performance. However, staffing levels are beginning to stabilise, contractor management arrangements have strengthened, and work is progressing on the Empty Homes Toolkit, Lettable Standard and pre-termination process improvements. These measures should support improvements in turnaround times and void costs over the coming months Actions Actions continue to be focused on strengthening pre-termination activity, increasing operational capacity, improving contractor management, reviewing void-stage decoration requirements and implementing process improvements through the Empty Homes Toolkit and Project Planner. Progress against these actions will be monitored monthly to drive improvement in re-let times and void costs. Will we meet target Based on the current trajectory, the year-end target will not be met. Whilst there are early signs that operational capacity is improving, current performance at 54 days remains significantly above the year-end target of 39 days. Given the consistency of performance over the last three months and the ongoing challenges relating to property condition, clear-outs and staffing capacity, delivery of the year-end target remains high risk. However, implementation of recruitment plans, strengthened contractor management, improved pre-termination activity and the introduction of the Empty Homes Toolkit are expected to support progressive improvement during the remainder of the year. At this stage a year-end position in the region of 42–45 days appears more achievable unless improvement activity gains pace over the next quarter.

Code	Compliance	Exception Notes
BS01	Gas Safety Checks	A small number of properties remain non-compliant due to ongoing access issues. 18 Bury Council-owned and managed properties had an overdue Landlord's Gas Safety Record (LGSR) exceeding the statutory 12-month compliance period. Of the overdue properties:

Code	Compliance	Exception Notes
		• 11 properties are less than one month overdue. • 7 properties are between one and four months overdue. Robust escalation arrangements are now operating under the approved No Access Policy, with legal enforcement action progressing where necessary. Continued contractor oversight, strengthened governance arrangements and updated tenant communications are expected to support further improvements in compliance performance and reduce the number of overdue LGSRs. Of the expired certificates 8 are beginning the legal process. The other properties are being case managed by the Neighbourhood teams including tenant condition cases and issuing notices to quit where appropriate, further properties are expected to escalate to legal within the next quarter.
CM06	Percentage of Tenanted Properties with Valid Electrical Safety Certificate	At the end of quarter 1, TCW reported 88.44% of homes have an Electrical Installation Condition Report (EICR) completed within the last five years. A dedicated contract Manager for Electrical Compliance was recruited to manage the contractor and reconcile the data monthly and bring the contract into compliance. The upload of EICR's into The Compliance Workbook (TCW) was completed in March to ensure accurate reporting. 88.44% equates to 660 properties. Of those 660 a significant number do have a valid certificate, but it is not being registered by TCW. Each certificate is being manually reviewed in July and TCW updated. Of the 660 without certificates a recovery programme is in place to achieve full compliance by 1 November 2026. The recovery will be done alongside the delivery of the programme, with 40 tests per week to ensure full stock coverage.

Code	Finance (Rents)	Exception Notes
FM4	Percentage of rent arrears of current tenants	Reasons not on target this month UC verifications, issues with Voicescape and the ongoing limitations of automation within QL have impacted performance at the beginning of Q1, however: Progress has been made rectifying issues with Phase 2 of the Voicescape automation launch and these are now almost resolved, resulting in increased automation quality. Delays with UC Verifications updates have now been resolved and all outstanding verifications have been completed. Ongoing QL limitations, particularly around automated case progression and the payment arrangement module, continue to drain resource due to daily manual input manipulation and intervention being required. Resultant actions

Code	Finance (Rents)	Exception Notes
		Automation is now driving more contact with our customers much earlier in the arrears process. This is enabling better and more targeted conversations with our customers. In June we contacted 322 customers through automation and we had 122 conversations. Of the 200 that we didn't have conversations with 121 of these had a follow up SMS sent by Voicescape requesting contact and 9 customers opted to go straight through to the automated payment line. The AI machine learning element of Voicescape is now starting to learn tenant's payment history to target automation based on patterns learnt to assist team with focused case progression. UC underpayments have started to come through in June to cover the rent increases that were verified late. Approval submitted to recruit to vacancy which will be allocated to Rents Collection. Newer staff are now having better quality conversations with customers around rent payments. Will year-end target be met? If not, why not? Over the last month we have seen improvements in the cash collected, we will continue to monitor this closely alongside team performance stats. With extra resource and a Rent Improvement plan that looks to strip back every aspect of the rent collection process we expect to see improvements leading to achieving performance targets.

Code	Repairs & Maintenance	Exception Notes
RM01	Work in Progress figures	Work in Progress reduced from 1,635 cases in May 2026 to 1,585 in June 2026, a decrease of 50 jobs (3.1%). This represents a continued reduction in the repairs backlog and demonstrates positive progress towards improving workflow management. However, performance remains 85 cases above the target of 1,500, indicating that further reductions are required to achieve the desired position. The improvement reflects ongoing efforts to increase repair completions, review outstanding work orders, and prioritise the closure of aged repairs. Enhanced management oversight, improved scheduling arrangements and a focus on reducing follow-on works have contributed to the reduction in overall WIP levels during the month. Despite this positive trend, the service continues to face challenges associated with demand levels, capacity constraints, and the completion of more complex repairs requiring specialist resources or additional visits. These factors continue to place pressure on backlog reduction efforts and impact the speed at which open repair orders can be resolved. Targeted actions remain in place to further reduce WIP, including enhanced monitoring of overdue

Code	Repairs & Maintenance	Exception Notes
		repairs, improved resource allocation, increased productivity initiatives, and regular review of outstanding work orders. While performance remains above target, the continued month-on-month reduction provides encouraging evidence that the measures being implemented are having a positive impact, and further improvements are expected over the coming months.
RP02a	Percentage of non-emergency repairs completed within the landlord's target timescale	Performance for Q1 2026/27 was 56.98%, representing a decrease from 59.08% in Q4 2025/26 and continuing the downward trend seen since Q3 2025/26. Performance remains significantly below the target of 90%, with a variance of 33.02 percentage points, indicating that the service continues to face substantial challenges in delivering routine repairs within target timescales. The reduction in performance reflects ongoing pressures within the repairs service, including high demand levels, the volume of aged repairs carried forward, resource and capacity constraints, and an increase in complex repairs requiring follow-on works, specialist trades, or the procurement of materials. These factors have impacted the service's ability to complete routine repairs within the required timescales. The decline is also consistent with the current levels of work in progress and overdue repair orders, which continue to place pressure on operational performance. Delays in completing non-emergency repairs can have a direct impact on tenant satisfaction and remain a key area of focus for the service.
RMA04a	Average Completion Time - Appointable	Performance continued to improve in June 2026, with the average completion time for appointable repairs reducing from 23 days in May to 21 days, bringing the service to within 1 day of the target of 20 days. This represents a positive month-on-month improvement and demonstrates that measures implemented to improve repair delivery are having the desired effect. The reduction in completion times reflects increased focus on repair scheduling, improved management of outstanding appointments, and proactive monitoring of repair performance. Continued efforts to reduce delays associated with follow-on works, improve workforce utilisation, and address aged repair orders have also contributed to the improved position. Whilst performance remains marginally above target, the trend is encouraging and indicates that the service is moving in the right direction. Challenges remain around managing complex repairs, securing specialist resources, and coordinating works that require multiple visits or external suppliers, all of which can impact overall completion times. The Repairs Service will continue to focus on reducing outstanding workloads, increasing first-time fix rates, and optimising appointment management processes. With sustained management oversight and continued operational improvements, performance is expected to move closer to and achieve the 20-day target in the coming months.
RMW01d	% Work in Progress overdue to Work Orders raised	Performance for June 2026 was 39.62%, an increase from 33.09% in May 2026 and significantly above the target of 5%. The upward trend indicates that a growing proportion of open repair orders are exceeding their target completion times, highlighting ongoing pressures within the repairs service. The increase in overdue work is primarily attributable to the volume of legacy repair orders carried forward, capacity constraints within operational teams, and delays associated with complex repairs requiring follow-on works, specialist trades, materials, or multiple visits. Whilst overall Work in Progress levels have started to reduce, a significant proportion of the remaining workload consists of aged and more challenging cases, which continues to impact this measure. Performance against this indicator remains a key area of concern as overdue repairs can negatively affect customer satisfaction and increase the overall backlog of outstanding work. The service is therefore maintaining a strong focus on identifying and resolving long-outstanding repair orders, strengthening performance monitoring, and improving escalation arrangements for jobs approaching or exceeding target timescales. Actions underway include dedicated reviews of aged repairs, enhanced management oversight of overdue work orders, improved scheduling and resource allocation, and targeted interventions to address bottlenecks within the repairs process. Although the current position remains well above target, reducing the volume of overdue repairs remains a key operational priority and is expected to improve as the overall backlog continues to reduce.

Code	Repairs & Maintenance	Exception Notes
RP02b	Percentage of emergency repairs completed within the landlord's target timescale	Performance for June 2026 improved to 98.48%, up from 98.11% in May 2026, continuing the positive trend seen over recent months. This remains above the previous year-end performance of 97.18% and demonstrates the service's ongoing ability to respond effectively to emergency repair requests. Whilst the result remains marginally below the target of 100%, performance is consistently high, with the vast majority of emergency repairs being completed within the required timescale. Those repairs completed outside target are generally linked to factors such as access issues, tenant availability, or exceptional operational circumstances that can occasionally impact response times. The continued improvement reflects effective prioritisation of emergency repairs, robust triage arrangements, and proactive management oversight to ensure urgent repairs are attended to promptly. The service has maintained sufficient capacity to respond to emergencies despite wider pressures across the repairs service. Performance will continue to be closely monitored, with a focus on understanding the causes of any missed targets and implementing corrective actions where required. Maintaining performance at current levels and driving further improvements will support the service's ambition of achieving full compliance with the 100% target.

Code	Awaab's	Exception Notes
ALRME04	Awaab's Law % of Emergency repairs completed within the landlord's target timescale	Performance for June 2026 was 67.74%, a decrease from 71.70% in May 2026. Whilst performance remains significantly improved compared with the April position of 51.92%, it remains well below the target of 100%, indicating that further improvements are required to ensure full compliance with Awaab's Law emergency repair timescales. The reduction in June reflects the operational challenges associated with responding to a growing number of damp and mould-related cases, including the complexity of some properties, resource availability, follow-on works requirements, and the need to coordinate multiple interventions to fully resolve issues. Although emergency inspections and initial responses continue to be prioritised, some cases have taken longer than target timescales to complete. Improving compliance with Awaab's Law remains a key service priority. Actions underway include enhanced monitoring of all damp and mould cases, strengthened management oversight, improved scheduling arrangements, and prioritisation of emergency cases to ensure risks to residents are addressed as quickly as possible. The service will continue to review performance closely and implement targeted actions to increase compliance levels, with the aim of delivering sustained improvements and moving towards full achievement of the 100% target.
ALRMS04	Awaab's Law % of Significant repairs completed within the landlord's target timescale	Performance improved significantly in June 2026 to 79.66%, compared with 66.67% in May 2026 and 57.58% in April 2026. This represents a substantial improvement of 22.08 percentage points since the start of the year and demonstrates the positive impact of actions taken to strengthen the management of damp and mould cases. Despite the positive trajectory, performance remains below the target of 98%, indicating that a number of significant repairs continue to exceed the required completion timescales. The main challenges affecting performance include the complexity of remedial works, the need for specialist surveys and treatments, contractor and resource availability, and cases requiring multiple visits before full resolution can be achieved. The continued improvement reflects increased operational focus on Awaab's Law compliance, including enhanced case management, improved monitoring of outstanding repairs, prioritisation of higher-risk cases, and strengthened oversight of damp and mould-related works. Better coordination between repairs teams, surveyors and specialist contractors has also helped to accelerate case progression and completion. While there remains a gap to target, the sustained month-on-month improvement is encouraging and indicates that the service is moving in the right direction. Efforts will continue to focus on reducing aged cases, improving completion times, and ensuring residents receive timely and effective resolutions. Maintaining this positive momentum will be critical to achieving compliance targets and meeting the expectations of Awaab's Law.

This page is intentionally left blank

Housing Services Quarterly Report.

Version: v1.0
Updated: 14/07/2026

Data as: Q1'26

Produced By: Claire Rogan

CONTENTS

The following presentation provides commentary on the key Performance Indicators that are not meeting target at the end of June 2026.

Service Area	Slide
Tenant Satisfaction Measures	2-5
Asset Management	6-8
Complaints	9
Voids	10-11
Compliance Measures	12-16
Rents	17-19
Repairs	20-21
Awaab's Law	22

TSM Q1 Performance

Code	TSM Quarterly	2025/26 Value	Q1 2026/27 Value	2026/27 target
TP01	Percentage of tenants satisfied with the overall service their landlord provides	73.91%	71.73%	77%
TP02	Satisfaction with repairs	72.87%	77.6%	80%
TP03	Satisfaction with time taken to complete most recent repair	71.19%	73.81%	78%
TP04	Satisfaction that the home is well maintained	71.19%	72.41%	79%
TP05	Satisfaction that the home is safe	75.03%	79.14%	80%
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	56.7%	54.89%	65%
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	68.12%	71.13%	77%
TP08	Agreement that the landlord treats tenants fairly and with respect	75.95%	80.71%	80%
TP09	Satisfaction with the landlord's approach to handling complaints	47.78%	49.28%	55%
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	49.3%	45.78%	65.5%
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	58.12%	60.9%	62.5%
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour	52.59%	54.55%	60.4%

Q1 Total invite

1841

**Q1 Response
Method**

Value

Email

9

Phone

3

SMS

133

Total

145

Bury
Council

TSM Q1 Performance against benchmark (Housemark year end)

Measure	Bury Q1	Housemark Median	Position
TP01 Overall Satisfaction	71.73%	74.2%	Slightly below
TP02 Repairs Satisfaction	77.6%	76.2%	Above median
TP03 Time Taken for Repairs	73.81%	74.5%	Very close
TP04 Home Well Maintained	72.41%	73.2%	Very close
TP05 Home Safe	79.14%	79.3%	On median
TP06 Listens & Acts	54.89%	63.9%	Well below
TP07 Keeps Informed	71.13%	74.6%	Below
TP08 Fair & Respectful	80.71%	80.0%	Above median
TP09 Complaints Handling	49.28%	37.0%	Significantly above median
TP10 Communal Areas	45.78%	69.7%	Significantly below
TP11 Positive Contribution	60.9%	67.6%	Below
TP12 ASB Handling	54.55%	60.0%	Below

TSM Overall Assessment

Q1 results indicate that Bury's overall tenant satisfaction remains below both organisational targets and the Housemark benchmarking median. Strong performance in repairs, safety and complaints suggests that the principal challenges to overall satisfaction relate to neighbourhoods, communal areas, tenant influence and communication.

TP06 (Listening and Acting) sits well below target. As a result, we are expanding opportunities for tenants to provide feedback and are using this insight to improve services, inform decisions and target resources. By demonstrating how feedback leads to action, we aim to strengthen trust and improve satisfaction with opportunities to influence services.

TP09 (complaints) Complaint volumes have increased following improvements that make it easier for tenants and customers to raise concerns. Despite this increase, performance has remained strong, with responses issued within target timescales. Work continues with service managers to improve response quality, supported by tenant-led dip sampling and independent quality assurance checks.

TP10 (communal areas) is the most significant outlier, performing almost 24 percentage points below the Housemark median and representing the greatest opportunity for improvement.

To address this, fully trained Grounds Maintenance and Cleaning teams are focused on improving standards, supported by increased inspections and tenant feedback surveys. We have also expanded neighbourhood walkabouts, action days and partnership working with GMP to tackle local issues more proactively.

Improved communication, including "You Said, We Did" updates, is helping ensure tenants are informed and involved in service improvements. A new Caretaking, Cleaning and Contract Manager will join in August 2026 to further strengthen service delivery and tenant satisfaction.

Asset Management

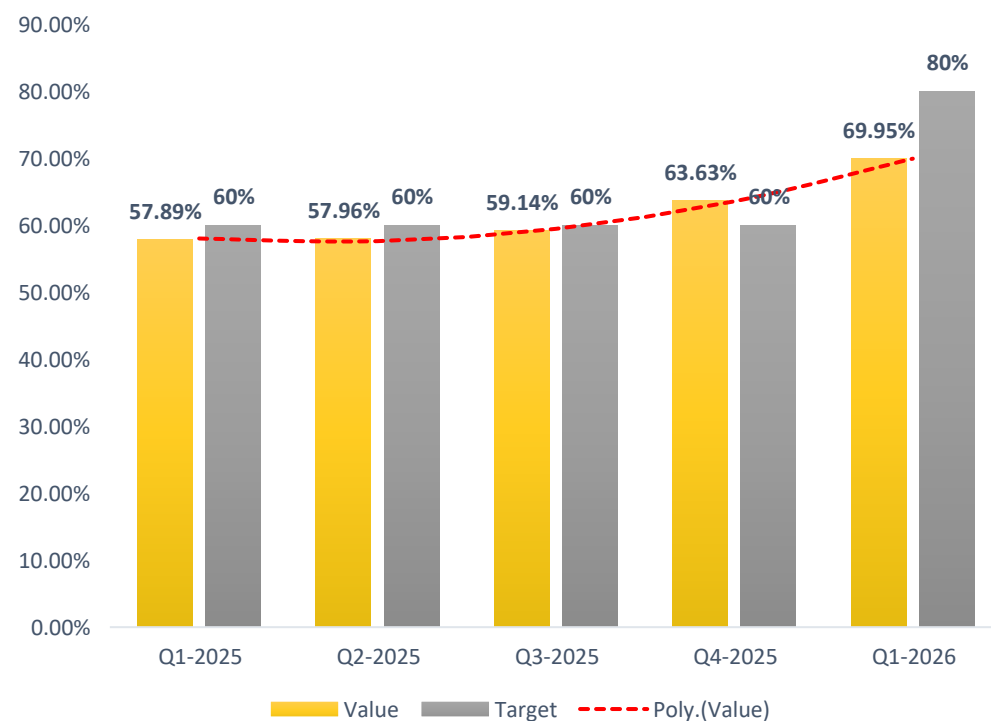
Code	Asset Management	2025/26 Value	Q1 2026/27 Value	2026/27 target	BM Owner
AM01b	Homes (dwelling units) that have had a stock condition survey in the last 5 years	82.95%	85.5%	100%	BH
AM06	% of stock condition surveys completed in year (planned)	N/A	2.06%	16%	BH
AM06a	Number of stock condition surveys completed in year	N/A	151	1097	BH
AM01	Homes that do not meet the Decent Homes Standard	0.723%	18.67%	0%	BH
AM08	% of homes with an EPC rating of C or above.	59.68%	69.95%	80%	BH

The team is behind in the delivery of surveys required in 2026/27 due to capacity but should be able to make up the difference by the end of the year with full recruitment achieved this quarter and temporary agency stock condition surveyor joining the team for 6 months.

There were 1367 DHS fails on the stock data database for end of June 2026. There is continued analysis of data, with results of the exercise due shortly. This will allow for more accurate update of stock condition which may reduce the number of non decent properties.

Homes requiring works to DHS will be planned in accordingly and prioritised as part of 2026/27 investment programmes, one-off repairs, renewals or tenancy support if needed around property condition.

Percentage of homes with an EPC rating of C or above.



Percentage of homes with an EPC rating of C or above.

Improving the Energy Efficiency of Our Homes

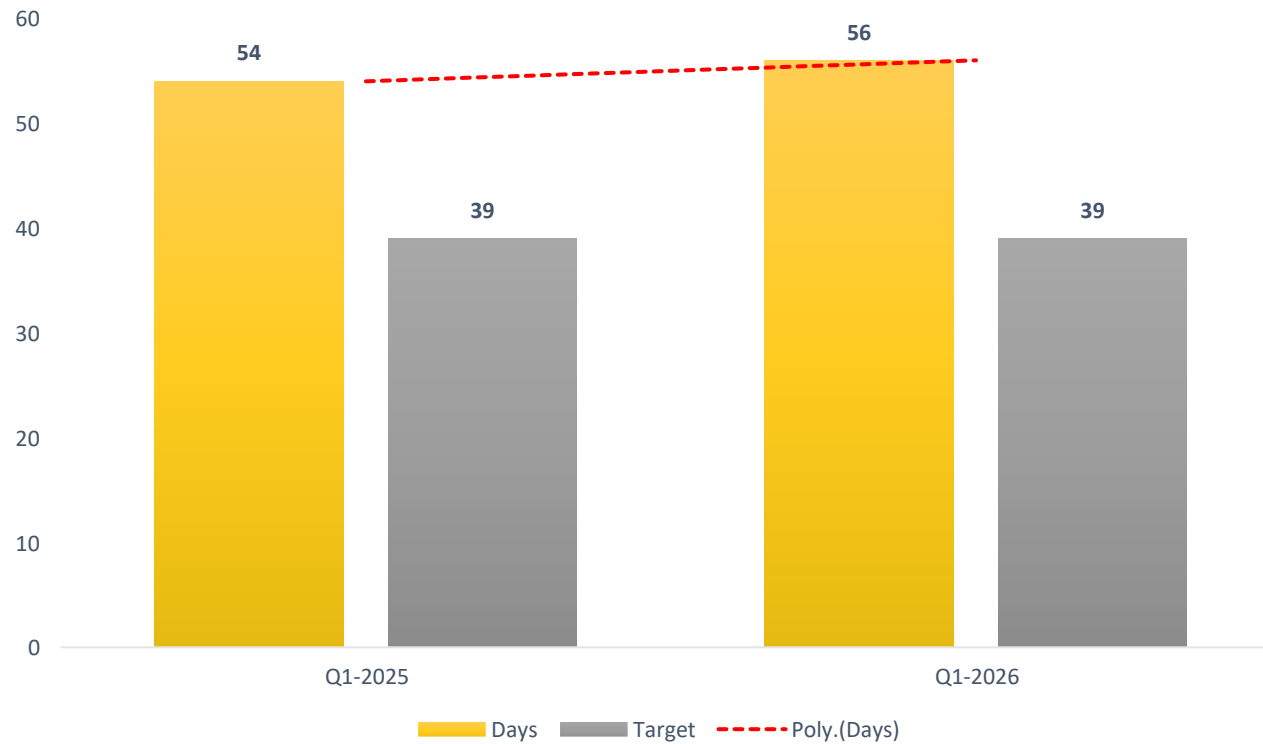
- Ongoing and planned investment in energy efficiency improvements is expected to increase performance during 2026/27.
- New energy assessment software is being introduced through our housing management system, improving the accuracy and quality of energy performance data.
- The software uses the nationally recognised method for measuring the energy efficiency and heating performance of homes.
- Better quality data will help identify the most effective improvements, support investment decisions, and target resources where they will have the greatest impact.
- This work supports delivery of our energy efficiency improvement program and our ambition to increase the proportion of homes achieving an energy efficiency rating of **C or above by 2030.**

Complaints

Code	Performance, Improvement and Assurance	2025/26 Value	Q1 2026/27 Value	Quarterly trend	2026/27 target	BM Owner
CH01a	Complaints relative to the size of the landlord - Stage 1	25.85	43	↑	84	CR
CH01b	Complaints relative to the size of the landlord Stage 2	0.6	4.1	↓	Info Only	CR
CH02a	Complaints responded to within Complaint Handling Code timescales - Stage 1	100%	100%	▬	100%	CR
CH02b	Complaints responded to within Complaint Handling Code timescales - Stage2	100%	100%	▬	100%	CR

As highlighted in the Complaints Annual Performance and Learning Report 24/25, complaint volumes were under-reported last year, and the increase seen in Quarter 1 reflects work undertaken to ensure all expressions of dissatisfaction are recorded appropriately, including relevant Councillor enquiries. The rise in complaint numbers is therefore viewed positively as evidence of improved reporting and compliance with the Housing Ombudsman's Complaint Handling Code. To provide further transparency, from August onwards complaint volumes will be reported alongside the upheld rate, enabling better understanding of if we are effectively resolving complaints, learning from outcomes and driving service improvements.

Average time taken to re-let local authority housing (days)

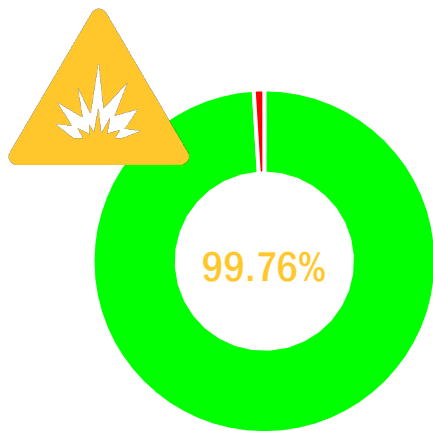


Factors affecting Relet (voids) performance

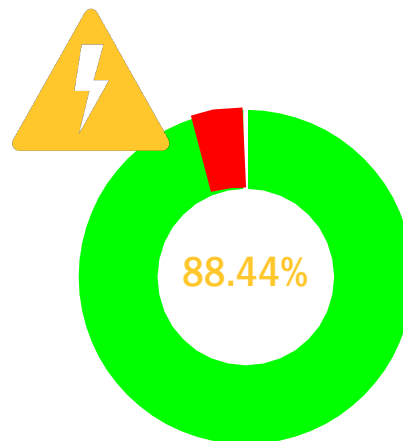
Q1 performance remains above target, with average re-let times at 54 days. The principal cause continues to be the poor condition of returned properties, particularly the high proportion requiring clear-outs and extensive works before inspection. Capacity pressures within the voids service and reliance on contractor resources have further affected performance.

Actions continue to focus on strengthening pre-termination activity, increasing operational capacity, improving contractor management, reviewing void-stage decoration requirements and implementing process improvements through the Empty Homes Toolkit and Project Planner. These measures are expected to help reduce avoidable delays and costs; however, performance will continue to be influenced by the varying condition of properties at termination. Progress will be monitored monthly to evaluate effectiveness and inform further improvements.

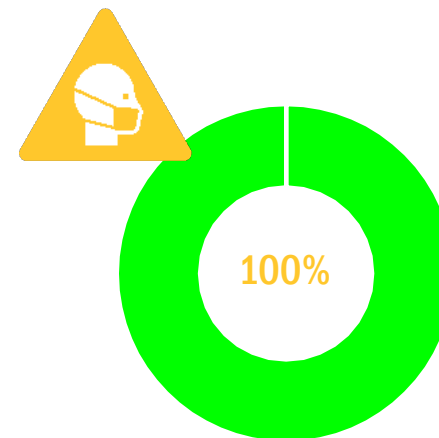
COMPLIANCE MEASURES



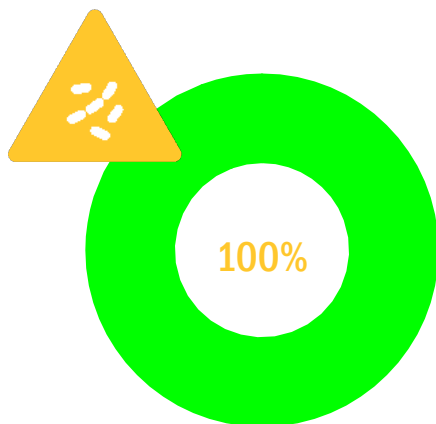
GAS CHECKS



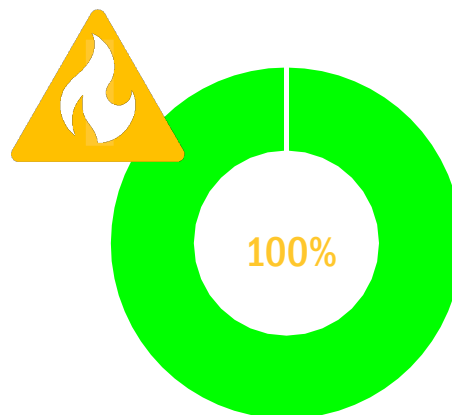
ELECTRICAL TESTING



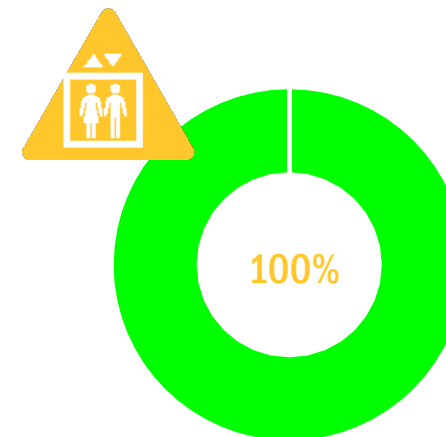
ASBESTOS CHECKS



LEGIONELLA CHECKS

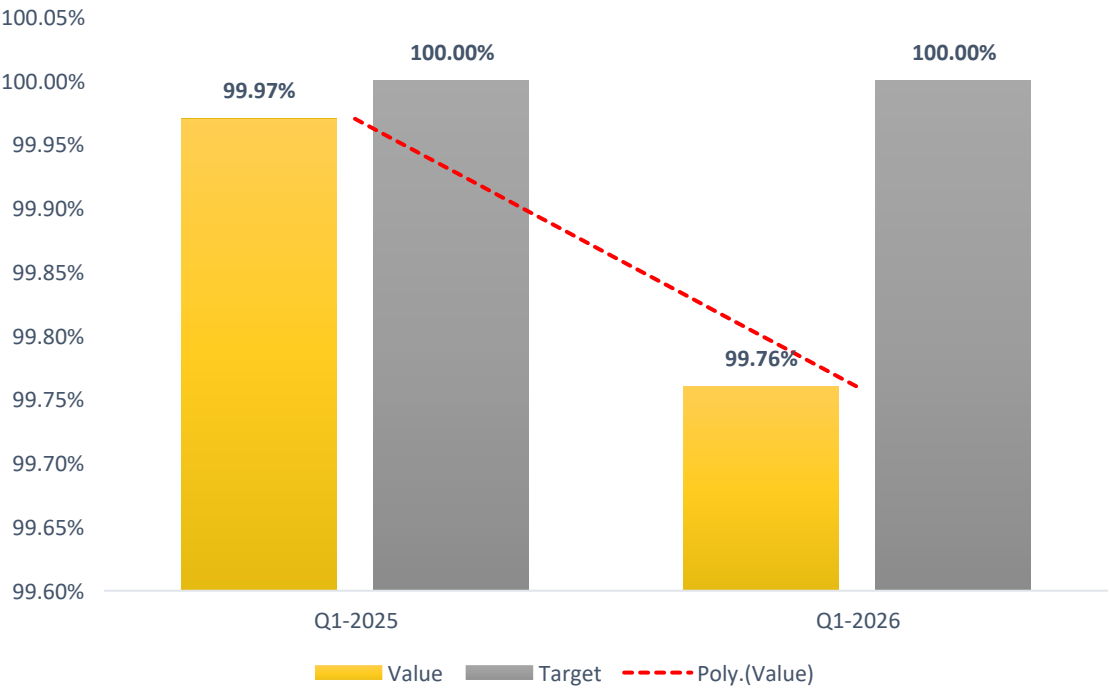


FIRE SAFETY CHECKS



LIFT TESTING

Gas Compliance



Outstanding Gas certificates	
Q1-2025	Q1-2026
2	18

Gas

A small number of properties remain non-compliant due to ongoing access issues.

18 Bury Council-owned and managed properties had an overdue Landlord's Gas Safety Record (LGSR) exceeding the statutory 12-month compliance period.

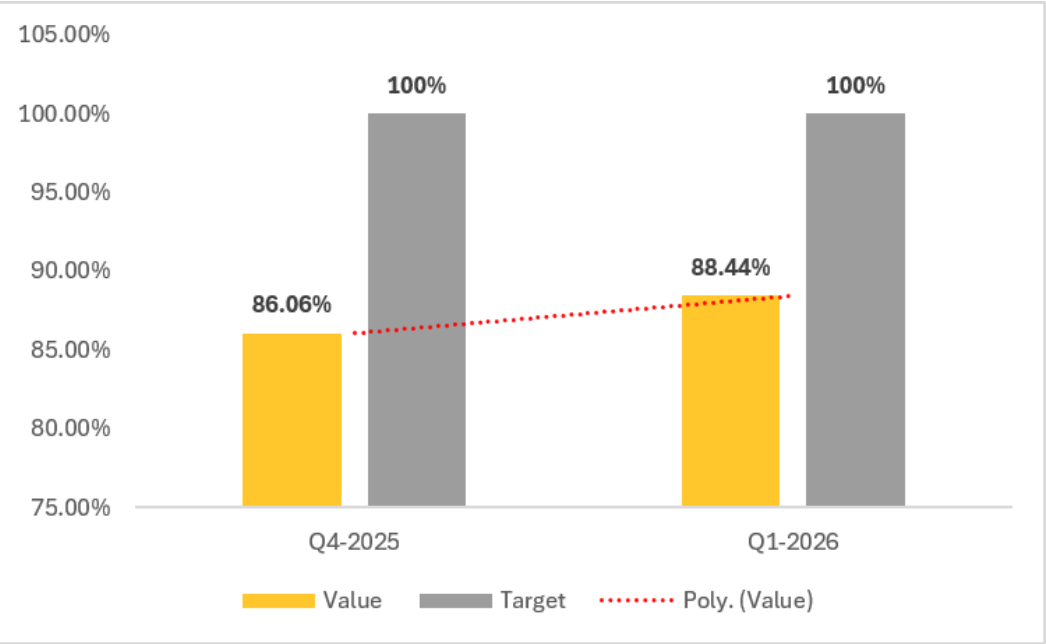
Of the overdue properties:

- 11 properties are less than one month overdue.
- 7 properties are between one and four months overdue.

Robust escalation arrangements are now operating under the approved No Access Policy, with legal enforcement action progressing where necessary. Continued contractor oversight, strengthened governance arrangements and updated tenant communications are expected to support further improvements in compliance performance and reduce the number of overdue LGSRs.

Of the expired certificates 8 are beginning the legal process. The other properties are being case managed by the Neighbourhood teams including tenant condition cases and issuing notices to quit where appropriate, further properties are expected to escalate to legal within the next quarter.

Electrical Compliance



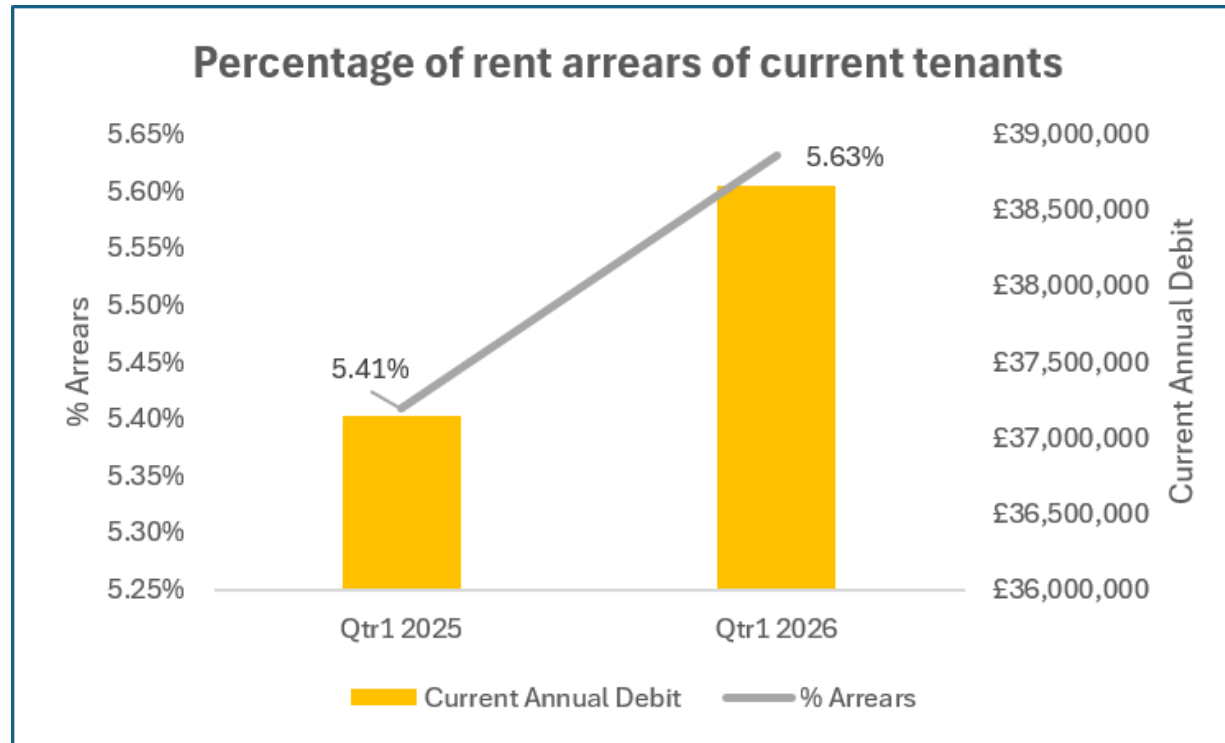
Month	Electrical Performance figure outstanding
April 2026:	904
May 2026:	803
June 2026:	660

Electrical Compliance

At the end of quarter 1, TCW reported 88.44% of homes have an Electrical Installation Condition Report (EICR) completed within the last five years. A dedicated contract Manager for Electrical Compliance was recruited to manage the contractor and reconcile the data monthly and bring the contract into compliance.

The upload of EICR's into The Compliance Workbook (TCW) was completed in March to ensure accurate reporting. 88.44% equates to 660 properties. Of those 660 a significant number do have a valid certificate, but it is not being registered by TCW. Each certificate is being manually reviewed in July and TCW updated. Of the 660 without certificates a recovery programme is in place to achieve full compliance by 1 November 2026. The recovery will be done alongside the delivery of the programme, with 40 tests per week to ensure full stock coverage.

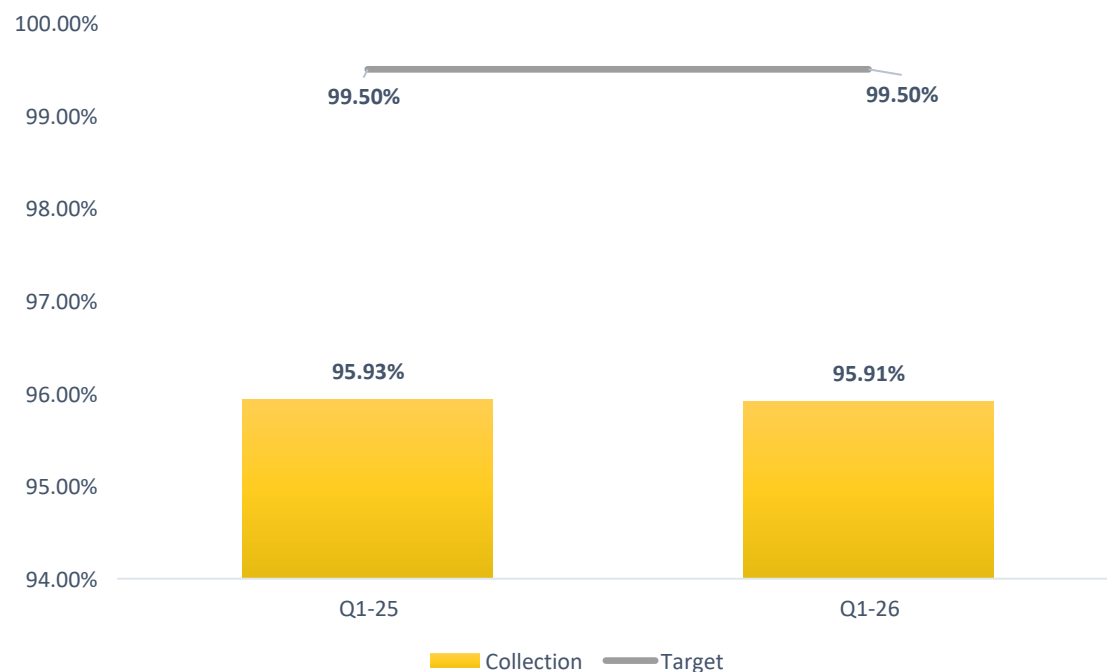
Percentage of Rent Arrears of Current Tenants



Quarter	Current Arrears	Current Annual Debit	% Arrears
Qtr1 2025	£2,008,672	£37,138,153	5.41%
Qtr1 2026	£2,176,939	£38,657,569	5.63%

Rent Collection

Proportion of rent collected



Quarter	Collected	Due
Qtr1 2025	£9,138,327.66	£9,572,732.38
Qtr1 2026	£9,487,241.22	£9,891,374.14

Factors affecting Rent Performance

Arrears as a percentage of rent roll continue to sit below internal targets and sector benchmarks. The Council recognises the importance of reversing this trend. The Head of Corporate Collection & Support who has overall responsibility for rent collection has undertaken a root and branch review of the service and developed an improvement plan to take the service “back to basics”. The Improvement Plan covers data software and systems, the rent collection framework and performance management.

A review of cases and their escalation points should make immediate improvements to the collection rate whilst rebuilding a culture of positive payment and reasonable enforcement.

In the mid to long term the Housing management upgrade will significantly improve the team's capacity and ability to undertake proactive engagement activities through reduction of administrative tasks and automation and streamlining of workflows critical to the progression of accounts for non-payment.

The Improvement Plan will be reviewed by the Housing Leadership Team on a quarterly basis. Opportunities to collaborate between the collection team and housing services will be sought alongside the no access protocols recognising that multiple teams are trying to contact tenants.

Repairs & Maintenance

Code	Repairs & Maintenance	2025/26	Apr 2026	May 2026	Jun 2026	2026/27 target
		Value	Value	Value	Value	
RM01	Work in Progress figures	1,838	1,050	1,635	1585	1000
RP02a	Percentage of non-emergency repairs completed within the landlord's target timescale	68.98%	54.83%	59.75%	56.87%	90%
RM03	Repairs completed right first time	75.29%	88.9%	89.41%	90.01%	85%
RMA04a	Average Completion Time - Appointable	New PI	26	23	21	20
RMW01d	% Work in Progress overdue to Work Orders raised	New PI	10.57%	33.09%	36.62%	5%
RP02b	Percentage of emergency repairs completed within the landlord's target timescale	97.18%	98.3%	98.11%	98.48%	100%

Repairs & Maintenance

Q1 2026/27 routine repairs performance fell to 56.98% from 59.08% in Q4, remaining well below the 90% target due to high demand, aged repairs, capacity constraints, and complex follow-on works.

Ongoing actions include reducing aged repairs, improving scheduling and resource allocation with the Planning Team, increasing productivity, and enhancing oversight to improve overall repairs performance and customer satisfaction.

Despite challenges, average appointable repair completion times improved from 23 days in May to 21 days in June, moving closer to the 20-day target. Work in Progress (WIP) reduced by 3.1%, from 1,635 to 1,585 cases, reflecting progress in backlog reduction, although it remains above target. Therefore, we are optimistic about the performance trajectory in the long term.

Awaab's Law

Code	Awaab's Law	Q1 2026/27 Value	2026/27 Value	2026/27 target
ALRME04	Awaab's Law % of Emergency repairs completed within the landlord's target timescale	67.74%	67.74%	100%
ALRMS04	Awaab's Law % of Significant repairs completed within the landlord's target timescale	79.66%	79.66%	98%

Improving compliance with Awaab's Law remains a key service priority. Actions underway include enhanced monitoring of all damp and mould cases, strengthened management oversight, improved scheduling arrangements, and prioritisation of emergency cases to ensure risks to residents are addressed as quickly as possible. No access remains a challenge, communicating the timescales at front to tenants is critical to supporting access. The service will continue to review performance closely and implement targeted actions to increase compliance levels, with the aim of delivering sustained improvements and moving towards full achievement of the 100% target.

Report to	Housing Advisory Board
Date	28/05/2026
Agenda No. & Title	No. 10 Repairs & Maintenance
Purpose of the Report	To provide the Housing Advisory Board with an overview of Repairs and Maintenance performance, highlighting key achievements, challenges, risks, and service improvement activities during the reporting period.
Status	For Assurance
Author	Simon Blundell Head of Repairs & Maintenance
Report Contract	Name: Simon Blundell Email: s.blundell@bury.gov.uk
Appendices	1. Performance Overview 2. Sickness Update July 2027 3. Exceptions to Q1 KPI's
Background Documents	N/A
Recommendation/s	The Housing Advisory Board is asked to note the contents of this report and provide feedback where appropriate
Corporate Plan Objective	☒ Satisfied Tenants ☒ Quality Homes ☐ United Communities
Risk Implications	H32 - Repairs Backlog / Demand Pressure- Inability to meet repair demand leading to growing backlog, missed appointments, and declining tenant satisfaction. H33 - Contractor Performance & Capacity- Third-party contractors failing to deliver required standards, timescales, or compliance obligations. H35 - Data Quality & Asset Intelligence- Poor quality stock condition and repairs data leading to ineffective decision-making and misallocation of resources. H36 - Tenant Access & No-Access Rates- Failure to gain access for repairs, inspections, or compliance works. H37 - Financial Pressures / Budget Overspend- Repairs expenditure

	exceeding budget due to rising costs and reactive demand. H39 - Regulatory Compliance (Housing Ombudsman / RSH)- Failure to meet consumer standards and complaint handling requirements.
Mitigations/ controls	Service performance and risks are monitored through KPIs, compliance checks, financial controls, and customer feedback, with improvement actions implemented where required.
Financial / VFM Implications	Financial performance is regularly monitored to ensure repairs services are delivered efficiently, within budget, and provide value for money.
Regulatory/ Governance/ Legal Implications	The service supports compliance with statutory and regulatory obligations, with performance and governance arrangements in place to identify and address any areas of concern.
Assets and Liabilities	N/A
Resource Implications	Service delivery is supported through existing staffing, contractor, and financial resources, which are monitored to ensure service demands can be met effectively.
Customer / Tenant Impact	Effective repairs services support safe, well-maintained homes and a positive customer experience for tenants.
EDI Implications	The service is delivered in line with the Council's commitment to equality, diversity, and inclusion, ensuring fair and equitable access to repairs and maintenance services for all tenants.
Sustainability and Environmental Implications	Repairs and maintenance activities support the efficient use of resources and contribute to the long-term sustainability of the Council's housing stock.
Colleague Impact	Effective service delivery depends on colleagues and contractors having the capacity, skills, and support to meet service demands and performance targets.
Stakeholder Communications and Reputational Impact	Due to go to HAB in July 2026
Next Steps	The service will focus on delivering identified improvement actions, addressing performance challenges, monitoring key risks, and maintaining compliance with statutory and regulatory requirements. Progress will be reported through future performance updates.

Repairs & Maintenance Service Update

Purpose

The purpose of the report is to provide the Housing Advisory Board with an overview of Repairs and Maintenance service performance during Quarter 1 2026/27. The report highlights key achievements, areas of concern, risks, and the actions being taken to improve service delivery. The report is intended to support assurance, transparency and effective scrutiny of service performance.

Executive Summary

The Repairs and Maintenance Service continues to make progress against its improvement programme, with a number of improvements in several key areas during Quarter 1.

Performance has improved significantly in responsive repairs, including in emergency repair performance, first-time fix rates, repair completion times and customer satisfaction. Tenant feedback also indicates improving tenant satisfaction with the service, with all reported repairs-related Tenant Satisfaction Measures improving compared with the previous quarter.

Despite these improvements, challenges remain. Historic repair backlogs, overdue repairs, Awaab's Law compliance, disrepair caseloads and void turnaround performance continue to place pressure on the service and impact tenant experience. Improvement activity is focussed on addressing these areas whilst ensuring compliance with regulatory requirements and delivering sustainable long-term service improvement.

Members are asked to note both the progress achieved and the areas where further improvement is required, whilst taking assurance from the strengthened governance arrangements and structured recovery plans now in place

Background

The Housing Repairs and Maintenance Service operates within an increasingly demanding regulatory environment, shaped by the Social Housing (Regulation) Act, strengthened Consumer Standards and the introduction of Awaab's Law.

The service plays a critical role in ensuring that tenants live in safe, well-maintained homes and receive an effective, responsive repairs service. Improving tenant outcomes, demonstrating compliance and rebuilding customer confidence remain key priorities.

Throughout Quarter 1, activity has focused on:

- Reducing repair backlog and overdue repairs.
- Improving repairs performance and customer satisfaction.
- Strengthening damp and mould management arrangements.
- Improving service productivity and first-time fix performance.
- Strengthening governance, performance reporting and assurance.
- Developing a sustainable operating model capable of delivering continuous improvement.

Current Performance Position

Performance during June 2026 shows signs of operational improvement across responsive repairs and tenant satisfaction, although a number of key indicators remain below target and continue to present operational and compliance risks. (See appendix 1).

Key Repairs and Compliance Metrics

- Non-emergency repairs completed within target timescales: 57% (Target: 90%)
- Emergency repairs completed within target timescales: 98.48% (Target: 100%)
- Repairs completed right first time: 90.01% (Target: 85%)
- Average appointable repair completion time: 21 days (Target: 20 days)
- Repairs Work in Progress (WIP): 1,585 (Target: 1,500)
- Overdue repairs within WIP: 39.62% (Target: 5%)

Awaab's Law Compliance

- Emergency cases completed within target: 67.74% (Target: 100%)
- Significant cases completed within target: 79.66% (Target: 98%)

Tenant Satisfaction Measures (Q1 2026/27)

- Satisfaction with repairs: 77.6% (Target: 80%)
- Satisfaction with repair times: 73.81% (Target: 75.5%)
- Satisfaction that the home is well maintained: 72.41% (Target: 69.4%)

Voids Performance

- Average re-let time (End-to-End): 54 days
- Average re-let time (Key-to-Key): 44 days
- Current active voids: 58 properties, including 52 live voids and 6 on hold

Performance Summary

The overall performance position is best described as improving but not yet stable.

The most significant improvement has been within responsive repairs, where increased productivity and stronger performance management arrangements have contributed to improved completion rates, better first-time fix performance and shorter completion times. These improvements are beginning to be reflected in tenant satisfaction results, which have improved across all reported repairs measures.

The service has also made progress in damp and mould management, particularly in the completion of significant repairs under Awaab's Law requirements. Performance has improved consistently over recent months and demonstrates that revised case management and governance arrangements are starting to deliver results.

Nevertheless, significant challenges remain. Historic repairs continue to drive high levels of overdue work, whilst disrepair, compliance and void performance remain below the standards expected. These areas continue to present operational, compliance and customer experience risks and will remain priority areas for improvement throughout Quarter 2.

Improvement Programme

A structured improvement programme is in place to support service recovery and long-term performance improvement.

Key workstreams include:

Repairs Recovery

- Reducing overdue repairs and aged work orders.
- Increasing productivity and throughput.
- Improving scheduling and resource allocation.
- Strengthening first-time fix performance.

Compliance and Awaab's Law

- Improved damp and mould case management.
- Enhanced monitoring and escalation arrangements.
- Greater assurance over completion timescales.
- Improved compliance reporting and oversight.

Customer Experience

- Improved customer communications.
- Enhanced appointment management.

- Increased focus on vulnerable tenants.
- Greater use of customer feedback and transactional surveys.

Data and Assurance

- Improvements to reporting accuracy and consistency.
- Enhanced performance dashboards.
- Improved management information.
- Stronger audit trails and assurance processes.

Workforce and Capacity

- Recruitment and multiskilling initiatives.
- Improved operational resilience.
- Better deployment of resources.
- Enhanced contractor oversight and accountability.

Key Risks and Board Assurance

The Board should note that several risks continue to require careful management.

Repairs Backlog

A significant proportion of outstanding repairs remain overdue. Whilst backlog volumes have started to reduce, further sustained improvement is required to prevent delays impacting customer satisfaction and service performance.

Awaab's Law Compliance

Performance against Awaab's Law requirements has improved but remains below target. Continued focus is required to ensure housing hazards are identified, prioritised and resolved within required timescales.

Tenant Experience

Delays associated with historic repairs, damp and mould and void properties continue to impact customer experience and remain key drivers of dissatisfaction.

Workforce Capacity

Operational capacity remains under pressure from existing demand and backlog reduction activity. Successful recruitment, retention and workforce development remain key enablers of service recovery.

Financial

The costs associated with backlog management, disrepair activity and increasing demand continue to place pressure on budgets and operational resources.

The Board can be assured that these risks are understood, actively monitored and supported by improvement plans. Strengthened governance arrangements, regular performance review meetings, enhanced oversight and clear accountability structures are now embedded within the service and provide greater assurance regarding performance, compliance and risk management.

Priorities for Quarter 2

The service will focus on:

- Reducing outstanding repair backlog and overdue repairs.
- Improving compliance with Awaab's Law requirements.
- Reducing disrepair caseloads and associated risk.
- Improving void turnaround performance.
- Embedding the Repairs Operating Model.
- Improving data quality and performance reporting.
- Increasing customer satisfaction and trust.
- Strengthening workforce capacity and resilience.

Recommendations

The Housing Advisory Board is requested to:

- Note the current performance position and progress made during Quarter 1.
- Note the key challenges relating to backlog, compliance, disrepair and void performance.
- Receive assurance that improvement plans and governance arrangements are in place to support recovery.
- Support the continued implementation of the Repairs and Maintenance Improvement Programme.

Conclusion

The Repairs and Maintenance Service is demonstrating clear signs of improvement following a period of significant challenge. Performance has improved across several key indicators, including first-time fix, customer satisfaction, repair completion times and the management of damp and mould cases. These improvements provide evidence that recovery activity is beginning to have a positive impact.

Whilst important challenges remain, particularly in relation to backlog reduction, compliance performance, void turnaround times and disrepair activity, the service now has stronger governance arrangements, better quality management information and a clear programme of improvement in place.

The focus for Quarter 2 will be on converting these early improvements into sustained performance gains and delivering measurable improvements in outcomes for tenants. The

Housing Advisory Board can be assured that performance, risk and compliance will continue to be closely monitored as the service progresses its improvement journey.

Appendix 1- Sickness Update July 2027 (inc missed completions)

Division	Name	Job	Absence Reason	Days Lost
R & M	RW	Multiskilled Joiner	Sickness –other Musculo-skeletal	187
R & M	RR	Multiskilled Joiner	Sickness-Neurological	90
R & M	LD	Multiskilled Joiner		62
R & M	MB	Multiskilled Joiner	Sickness-Other	131
R & M	JS	Multiskilled Flagger	Sickness-Other musculo-skeletal problems	178
R & M	IV	Multiskilled Plaster	Sickness-Other musculo-skeletal problems	26
R & M	JW	Repairs Scheduler	Sickness-Heart, blood pressure and circulation	80

Missed Completions:

	No of Operatives	Ave Prod	Total days lost	Potential Job Completions	26/27 Working days	Potential Job Completions
Joiner	4	4.18	470	7858	48.7	814
Flagger	1	0.54	178	96	48.7	26
Plasterer	1	1.34	26	35	48.7	65

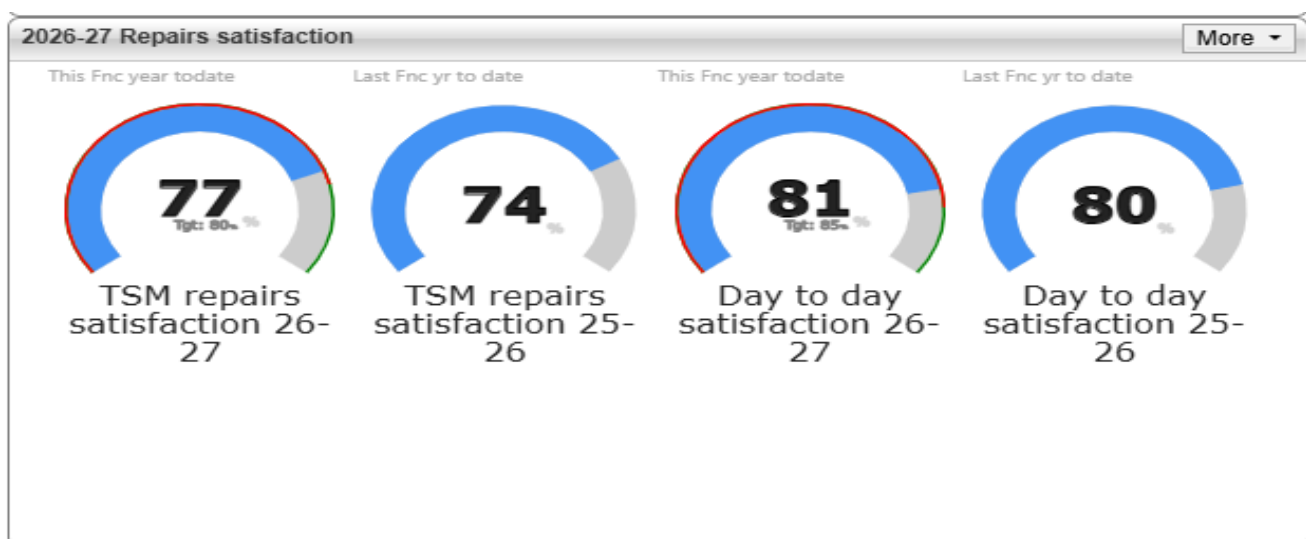
Appendix 2- Performance Overview

Code	Repairs & Maintenance	2025/26 Value	Apr 2026 Value	May 2026 Value	Jun 2026 Value	Monthly trend	2026/27 Value	2026/27 target
RM01	Work in Progress figures	1,838	1,050	1,635	1,585	↓	1,585	1,500
RP02a	Percentage of non emergency repairs completed within the landlord's target timescale	68.98%	54.83%	59.75%	98.48%	↑	69.13%	90%
RM03	Repairs completed right first time	75.29%	88.9%	89.41%	90.01%	↑	89.43%	85%
RMA04a	Average Completion Time - Appointable	N/A	26	23	21	↓	21	20
RMW01d	% Work in Progress overdue to Work Orders raised	N/A	10.57%	33.09%	39.62%	↓	39.62%	5%
RP02b	Percentage of emergency repairs completed within the landlord's target timescale	97.18%	98.3%	98.11%	98.48%	↑	98.3%	100%

Code	Repairs & Maintenance	2025/26 Value	Apr 2026 Value	May 2026 Value	Jun 2026 Value	Monthly trend	2026/27 Value	2026/27 target
RMU04a	Average Completion Time - Urgent	N/A	5	4	4	▬	4	5

Code	Awaab's	Apr 2026 Value	May 2026 Value	Jun 2026 Value	Monthly trend	2026/27 Value	2026/27 target
ALRME04	Awaab's Law % of Emergency repairs completed within the landlord's target timescale	51.92%	71.7%	67.74%	↓	67.74%	100%
ALRMS04	Awaab's Law % of Significant repairs completed within the landlord's target timescale	57.58%	66.67%	79.66%	↑	79.66%	98%

Code	TSM	2025/26 Value	Q2 2025/26 Value	Q3 2025/26 Value	Q4 2025/26 Value	Q1 2026/27 Value	Quarterly trend	2026/27 Value	2026/27 target
TP02	Satisfaction with repairs	72.87%	75%	65.93%	71.43%	77.6%	↑	77.6%	80%
TP03	Satisfaction with time taken to complete most recent repair	71.19%	75%	67.63%	69.39%	73.81%	↑	73.81%	75.5%
TP04	Satisfaction that the home is well maintained	71.19%	76.09%	66.67%	71.43%	72.41%	↑	72.41%	69.4%



VOIDS	25/26	Apr	May	Jun	YTD Avg
Av re let time for ALL- End to End	26	54	59	54	56
Av re let time for ALL- Key to Key	45	25	45	44	38

Appendix 3- Exceptions to Q1 KPI's

TP02	Tenant satisfaction with repairs increased to 77.6% in Q1 2026/27, representing a significant improvement from 71.43% in Q4 2025/26 and the highest reported performance over the last four quarters. This positive movement of 6.17 percentage points reflects the impact of continued service improvements across the repairs function and has brought performance to within 2.4 percentage points of the annual target of 80%. The improvement is likely linked to increased focus on repair completion times, enhanced communication with customers, and ongoing efforts to improve the customer experience throughout the repair journey. Recent progress in emergency repair performance and greater management oversight of service delivery have also contributed positively to customer perceptions. Despite the strong improvement, performance remains marginally below the target and there continues to be feedback from some tenants regarding repair delays, follow-on works, appointment availability and communication around repair progress. Addressing these issues remains a key priority. Actions are ongoing to further enhance customer satisfaction through improved scheduling, increased first-time fix rates, proactive customer contact, and continued monitoring of customer feedback to identify service improvement opportunities. Maintaining the positive momentum achieved in Q1 will be essential to achieving and sustaining the 80% target during 2026/27.
TP03	Tenant satisfaction with the time taken to complete the most recent repair increased to 73.81% in Q1 2026/27, up from 69.39% in Q4 2025/26. This represents an improvement of 4.42 percentage points and indicates growing customer confidence in the responsiveness of the repairs service. The positive trend reflects the impact of actions taken to improve repair delivery, including enhanced scheduling processes, increased management oversight of outstanding repairs, and a focus on reducing delays associated with follow-on works. Improvements in the completion of emergency repairs and efforts to better manage repair workflows have also contributed to improved customer perceptions. Whilst performance remains below the target of 75.5%, the gap has narrowed to 1.69 percentage points, demonstrating encouraging progress. Feedback from tenants suggests that repair completion times continue to be a key driver of customer satisfaction, particularly where repairs require multiple visits, specialist contractors, or the procurement of materials. Work will continue to focus on reducing repair completion times, improving communication with tenants throughout the repair process, and increasing first-time fix rates. These actions are expected to support further improvements in customer satisfaction and help achieve the target during 2026/27.
TP04	Tenant satisfaction that their home is well maintained was 72.41% in Q1 2026/27, representing an improvement from 71.43% in Q4 2025/26 and continuing the recovery from the lower performance reported during Q4. Performance remains comfortably above the target of 69.4% by 3.01 percentage points, demonstrating that tenants generally have a positive perception of the condition and maintenance of their homes. The improved result reflects the ongoing focus on delivering responsive repairs, addressing property condition issues, and maintaining effective planned and cyclical maintenance programmes. Improvements in repairs performance and increased attention to resolving outstanding repair requests have contributed to a more positive customer experience and perception of property standards. Although the target has been exceeded, there remains some variation in customer satisfaction linked to repair completion times, communication regarding outstanding works, and the condition of certain homes awaiting investment or more extensive repairs. These factors continue to influence tenant perceptions and will remain areas of focus. The service will continue to build on this positive performance by maintaining investment in property maintenance, improving communication with tenants, monitoring customer feedback, and ensuring repair requests are completed efficiently. Sustaining strong performance against this measure will support wider improvements in overall tenant satisfaction throughout 2026/27.

RM01	Work in Progress reduced from 1,635 cases in May 2026 to 1,585 in June 2026, a decrease of 50 jobs (3.1%). This represents a continued reduction in the repairs backlog and demonstrates positive progress towards improving workflow management. However, performance remains 85 cases above the target of 1,500, indicating that further reductions are required to achieve the desired position. The improvement reflects ongoing efforts to increase repair completions, review outstanding work orders, and prioritise the closure of aged repairs. Enhanced management oversight, improved scheduling arrangements and a focus on reducing follow-on works have contributed to the reduction in overall WIP levels during the month. Despite this positive trend, the service continues to face challenges associated with demand levels, capacity constraints, and the completion of more complex repairs requiring specialist resources or additional visits. These factors continue to place pressure on backlog reduction efforts and impact the speed at which open repair orders can be resolved. Targeted actions remain in place to further reduce WIP, including enhanced monitoring of overdue repairs, improved resource allocation, increased productivity initiatives, and regular review of outstanding work orders. While performance remains above target, the continued month-on-month reduction provides encouraging evidence that the measures being implemented are having a positive impact, and further improvements are expected over the coming months.
RMA04a	Performance continued to improve in June 2026, with the average completion time for appointable repairs reducing from 23 days in May to 21 days, bringing the service to within 1 day of the target of 20 days. This represents a positive month-on-month improvement and demonstrates that measures implemented to improve repair delivery are having the desired effect. The reduction in completion times reflects increased focus on repair scheduling, improved management of outstanding appointments, and proactive monitoring of repair performance. Continued efforts to reduce delays associated with follow-on works, improve workforce utilisation, and address aged repair orders have also contributed to the improved position. Whilst performance remains marginally above target, the trend is encouraging and indicates that the service is moving in the right direction. Challenges remain around managing complex repairs, securing specialist resources, and coordinating works that require multiple visits or external suppliers, all of which can impact overall completion times. The Repairs Service will continue to focus on reducing outstanding workloads, increasing first-time fix rates, and optimising appointment management processes. With sustained management oversight and continued operational improvements, performance is expected to move closer to and achieve the 20-day target in the coming months.
RMW01d	Performance for June 2026 was 39.62%, an increase from 33.09% in May 2026 and significantly above the target of 5%. The upward trend indicates that a growing proportion of open repair orders are exceeding their target completion times, highlighting ongoing pressures within the repairs service. The increase in overdue work is primarily attributable to the volume of legacy repair orders carried forward, capacity constraints within operational teams, and delays associated with complex repairs requiring follow-on works, specialist trades, materials, or multiple visits. Whilst overall Work in Progress levels have started to reduce, a significant proportion of the remaining workload consists of aged and more challenging cases, which continues to impact this measure. Performance against this indicator remains a key area of concern as overdue repairs can negatively affect customer satisfaction and increase the overall backlog of outstanding work. The service is therefore maintaining a strong focus on identifying and resolving long-outstanding repair orders, strengthening performance monitoring, and improving escalation arrangements for jobs approaching or exceeding target timescales. Actions underway include dedicated reviews of aged repairs, enhanced management oversight of overdue work orders, improved scheduling and resource allocation, and targeted interventions to address bottlenecks within the repairs process. Although the current position remains well above target, reducing the volume of overdue repairs remains a key operational priority and is expected to improve as the overall backlog continues to reduce.
RP02b	Performance for June 2026 improved to 98.48%, up from 98.11% in May 2026, continuing the positive trend seen over recent months. This remains above the previous year-end performance of 97.18% and demonstrates the service's ongoing ability to respond effectively to emergency repair requests. Whilst the result remains marginally below the target of 100%, performance is consistently high, with the vast majority of emergency repairs being completed within the required timescale. Those repairs completed outside target are generally linked to factors such as access issues, tenant availability, or exceptional operational circumstances that can occasionally impact response times. The continued improvement reflects effective prioritisation of emergency repairs, robust triage arrangements,

	and proactive management oversight to ensure urgent repairs are attended to promptly. The service has maintained sufficient capacity to respond to emergencies despite wider pressures across the repairs service. Performance will continue to be closely monitored, with a focus on understanding the causes of any missed targets and implementing corrective actions where required. Maintaining performance at current levels and driving further improvements will support the service's ambition of achieving full compliance with the 100% target.
RP02a	Performance for Q1 2026/27 was 56.98%, representing a decrease from 59.08% in Q4 2025/26 and continuing the downward trend seen since Q3 2025/26. Performance remains significantly below the target of 90%, with a variance of 33.02 percentage points, indicating that the service continues to face substantial challenges in delivering routine repairs within target timescales. The reduction in performance reflects ongoing pressures within the repairs service, including high demand levels, the volume of aged repairs carried forward, resource and capacity constraints, and an increase in complex repairs requiring follow-on works, specialist trades, or the procurement of materials. These factors have impacted the service's ability to complete routine repairs within the required timescales. The decline is also consistent with the current levels of work in progress and overdue repair orders, which continue to place pressure on operational performance. Delays in completing non-emergency repairs can have a direct impact on tenant satisfaction and remain a key area of focus for the service.
ALRME04	Performance for June 2026 was 67.74%, a decrease from 71.70% in May 2026. Whilst performance remains significantly improved compared with the April position of 51.92%, it remains well below the target of 100%, indicating that further improvements are required to ensure full compliance with Awaab's Law emergency repair timescales. The reduction in June reflects the operational challenges associated with responding to a growing number of damp and mould-related cases, including the complexity of some properties, resource availability, follow-on works requirements, and the need to coordinate multiple interventions to fully resolve issues. Although emergency inspections and initial responses continue to be prioritised, some cases have taken longer than target timescales to complete. Improving compliance with Awaab's Law remains a key service priority. Actions underway include enhanced monitoring of all damp and mould cases, strengthened management oversight, improved scheduling arrangements, and prioritisation of emergency cases to ensure risks to residents are addressed as quickly as possible. The service will continue to review performance closely and implement targeted actions to increase compliance levels, with the aim of delivering sustained improvements and moving towards full achievement of the 100% target.
ALRMS04	Performance improved significantly in June 2026 to 79.66%, compared with 66.67% in May 2026 and 57.58% in April 2026. This represents a substantial improvement of 22.08 percentage points since the start of the year and demonstrates the positive impact of actions taken to strengthen the management of damp and mould cases. Despite the positive trajectory, performance remains below the target of 98%, indicating that a number of significant repairs continue to exceed the required completion timescales. The main challenges affecting performance include the complexity of remedial works, the need for specialist surveys and treatments, contractor and resource availability, and cases requiring multiple visits before full resolution can be achieved. The continued improvement reflects increased operational focus on Awaab's Law compliance, including enhanced case management, improved monitoring of outstanding repairs, prioritisation of higher-risk cases, and strengthened oversight of damp and mould-related works. Better coordination between repairs teams, surveyors and specialist contractors has also helped to accelerate case progression and completion. While there remains a gap to target, the sustained month-on-month improvement is encouraging and indicates that the service is moving in the right direction. Efforts will continue to focus on reducing aged cases, improving completion times, and ensuring residents receive timely and effective resolutions. Maintaining this positive momentum will be critical to achieving compliance targets and meeting the expectations of Awaab's Law.

END

This page is intentionally left blank