

Report to	Housing Advisory Board
Date	06/01/2026
Agenda No. & Title	No. 5 Housing Services Service Plans 2025/26 – update on progress
Purpose of the Report	To update the Housing Advisory Board on the progress of the Housing Service Service plan for 2025/26
Status	For Assurance
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Appendices	Appendix one – Housing Services Service Plan 2025/26 Appendix two – Homelessness Service Plan 2025/26
Background Documents	None
Recommendation/s	It is recommended that the HAB discuss and note t progress of the service plans for 2025/26
Strategic Objectives	<input checked="" type="checkbox"/> Satisfied Tenants <input checked="" type="checkbox"/> Quality Homes <input checked="" type="checkbox"/> United Communities
Risk Implications	Poor tenant satisfaction Unsafe, insecure and non compliant Homes Failure to meet governance requirements for STH and BC stock Increased homelessness Increased use of B&B accommodation
Mitigations/ controls	A number of controls are in place to manage these risks including; <ul style="list-style-type: none"> • Tenant satisfaction surveys • Performance management • Stock condition surveys and an ongoing capital programme • Internal and external audit programmes • B&B elimination plan A key mitigation is our service plan which includes actions to improve key areas of the service to meet tenant expectations and increase tenant satisfaction and to ensure compliance with the regulatory

	standards.
Financial / VFM Implications	There are none specifically as a result of this report. All costs associated with actions are included in the budget for the year. Where reviews identify additional cost implications these will be subject to a business case to ensure value for money of any proposals.
Regulatory/ Governance/ Legal Implications	<p>The housing service service plan will ensure we are compliant with the RSH regulatory standards, specifically the consumer standards including;</p> <ul style="list-style-type: none"> • The neighbourhood and community standard • The safety and quality standard • Tenancy standard • Transparency, Influence and Accountability standard <p>The Homelessness Service Plan will ensure we meet our statutory obligations under the Homelessness Reduction Act 2017 and continue to work to prevent homelessness in Bury.</p>
Assets and Liabilities	No direct impacts as a result of this report
Resource Implications	The service plan is fully resourced. Where reviews identify additional capacity is required to deliver any improvements these will be subject to a business case.
Customer Impact	<p>Actions within the service plan have been influenced by tenant feedback through the tenant satisfaction measures, complaints and transactional surveys. They have also been informed by tenant involvement in specific areas of the service such as anti social behaviour.</p> <p>The service plan and the actions contained within it aim to improve the quality of the housing services provided to tenants and to increase satisfaction with our services.</p>
EDI Implications	An equality impact assessment has not been carried out for the service plan. Where individual actions within the plan require an equality impact assessment such as policy changes and service reviews these will be brought to HAB at the appropriate time.
Sustainability and Environmental Implications	The service plan includes actions that will improve both the energy efficiency of our properties and improve the local environment and neighbourhood.

	Performance against these actions will be reported to HAB as part of the quarterly service plan updates.
Privacy/Data Protection	Not applicable to this report.
Colleague Impact	The service plan provides clarity to colleagues both in housing services and the wider council about the priorities for the service during 2025/26. The service plan forms the basis for individual PDRs and objective settings. The high level service plan has been shared with housing colleagues at a all staff briefing held on 21 st May 2025. More detailed information for each service will be shared with teams at their team meetings.
Stakeholder Communications and Reputational Impact	The service plan has been shared with corporate colleagues as part of the annual service planning process. The service plan will help inform our communications strategy and plan over the next 12 months. We are currently working with communication colleagues on developing this strategy.
Next Steps	<p>The next steps;</p> <ul style="list-style-type: none"> • Year end reporting to HAB • Development of 2026/27 service plans

1. Introduction

- 1.1 Working with tenants and colleagues we have developed a vision statement and objectives for the housing service which links back to the Council's Let's Strategy. This is set out below;

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

embrace our people-first focus through the work they do every single day.

2 2025- 2026 Service Plan

2.1 Our 2025-2026 Bury Housing Services plan and the Homelessness Service Plan build on our vision, enhancing the delivery of high-quality housing services while overseeing compliance with the latest consumer regulations, ensuring that all aspects of tenancy management, building safety, and asset management meet the highest standards. The homelessness service plan also ensures we effectively deliver our statutory homelessness duties.

2.2 The table below sets out the progress against the key actions in our service plan.

RAG	Number
Complete	3
On target	19
At risk	4
Overdue	6
Will not start in 20-25/26	3
	35

Service area	Key actions	Date by	Progress
Housing and Neighbourhoods	<ul style="list-style-type: none"> Carry out a review of our Independent Living Service. 	March 2026	Review has been carried out and actions from the review are now being rolled out including motion sensors in all schemes.
	<ul style="list-style-type: none"> Continue to build on our ASB service. 	March 2026	ASB action plan reviewed and new plan in place Housemark ASB accreditation process started.
	<ul style="list-style-type: none"> Review our tenancy support offer. 	Dec 2025	Not yet started. Will be moved to 2026/27
	<ul style="list-style-type: none"> Continue to support care leavers but ensuring this priority group is reflected in our Management Move policy. 	Sept 2025	Management Move policy reviewed and new draft policy developed. Currently with TFV for review

	<ul style="list-style-type: none"> Review Housing Management operating model with staff and tenants. 	Dec 2025	Review has been carried out. New roles with HR to evaluate.
Asset management	<ul style="list-style-type: none"> Develop an asset management strategy to ensure investment in and effective use of our housing assets and to ensure we provide healthy homes. 	March 2026	This has been delayed to 2026/27
	<ul style="list-style-type: none"> Increase the number of homes that meet EPC C or above. 	March 2026	Wave 3 Warm Homes; Social Housing bid successful with £2.2m secured. Work on site to deliver 2025/56 EPC programme.
	<ul style="list-style-type: none"> Develop a 3 year indicative capital programme. 	December 2025	Indicative 3 year programme has been developed and included in the business plan. Sense check is being carried out on programme to ensure risks and any gaps are captured.
	<ul style="list-style-type: none"> Deliver the 25/26 capital investment programme. 	March 2026	Programme on site and being delivered. Forecasting slippage of £1.9m into 2026/27
	<ul style="list-style-type: none"> Carry out a rolling programme of stock condition and retrofit properties to ensure we fully understand the condition of our homes. 	March 2026	Programme being carried out but resourcing and no access remain barriers. Surveyor recruitment currently underway with agency in place to bridge the gap.
Repairs	<ul style="list-style-type: none"> Carry out of review of the repairs service to improve efficiency, effectiveness and 	March 2026	Review of repairs service complete and reported to HAB with action plan

	tenant satisfaction.		
Building safety	<ul style="list-style-type: none"> Develop Permit to work process. Inc customer works. 	Oct 2025	Delays due to compliance team being recruited. Action needs review once new compliance team are in place.
	<ul style="list-style-type: none"> Put in place and deliver plan to reduce overdue EICRs. 	June 2026	Revised target to June 2026 in line with five year legislative changes. All recruitment to team has been completed with new staff starting in Jan 2026.
	<ul style="list-style-type: none"> Develop the QA/QC function/process within the building safety team. 	March 2026	Process in place for Gas delivered by ICON. ICON will conducting EICR audits from March 2026.
Performance, Assurance and Improvement	<ul style="list-style-type: none"> Carry out a review of our approach to complaints and our complaint handling culture and implement recommendations. 	March 2026	Approach to complaints reviewed and a number of changes have been made to the service including how complaints are identified and recruiting two complaints investigators. Assessment against Housemark Complaints accreditation has commenced.
	<ul style="list-style-type: none"> Review of tenant engagement strategy and develop and implement at tenant engagement action plan. 	March 2026	Not yet started
	<ul style="list-style-type: none"> Improve the quality of the data we hold on our tenants and use data in service delivery / decision making. 	March 2026	Review of data completed and reported to HAB. Action plan in place to improve data quality and use of data.
	<ul style="list-style-type: none"> Develop a customer service charter for housing services. 	March 2026	Customer charter not yet started. Joined Institute of Customer Service and will be carrying out surveys in Jan/Feb 2026 to assess customer and staff views on customer service.

Corporate	<ul style="list-style-type: none"> Support the development of the 30 year HRA business plan. 	Feb 2026	3 year investment programme developed and shared with Abovo. Revenue budget costed and shared with Abovo. Some unknowns remain - rent convergence. Meeting scheduled 27th November. Business plan position required for December/ Jan for discussion with leadership and members. Budgets required for Feb 2026 Cabinet
	<ul style="list-style-type: none"> Support the development of HRA management accounts and monitor to ensure budgetary control. 	Oct 2025	HRA management accounts developed and monthly reporting in place
	<ul style="list-style-type: none"> Improve our approach to procurement including developing a contracts register and a procurement pipeline. 	March 2026	Procurement pipeline for investment programme developed and delivered. Repairs and compliance procurement pipeline being developed with some procurement complete for compliance. procurement complete for compliance. Contracts register being developed.
	<ul style="list-style-type: none"> Review and improve use of QL and integrated systems in delivering housing services and providing actionable data. 	March 2026	Desktop review complete. Transformation lead in place since September. Programme defined and programme board and workstreams up and running. Proposal received from Aareon for QL upgrade to SAAS. Cabinet approval required for costs – scheduled for Jan 2026.

	<ul style="list-style-type: none"> Carry out a training needs analysis linked to the regulatory requirements for professional standards training. 	March 2026	Learning and developed officer being recruited for housing. TNA started for housing staff. Survey on qualifications carried out.
	<ul style="list-style-type: none"> Complete review of STH Ltd and implement agreed outcomes. 	March 2026	Campbell Tickell have completed review and outcome reported to Cabinet and agreed to close STH. In process of recruiting consultant to support closure.
	<ul style="list-style-type: none"> Develop a Housing Communication Strategy which supports the delivery of both internal and external housing Service Comms goals whilst aligning with the wider council Comms plan. 	Sept 2025	Consultant support to develop strategy in place and draft strategy being developed.
Homelessness and housing advice	<ul style="list-style-type: none"> Review the target operating model for the service. 	Dec 2025	Service currently being reviewed. How grants are used to fund the service is currently being mapped and strategy to use reserves being developed. Review of management structure currently ongoing
	<ul style="list-style-type: none"> Develop and shape the Homeless Prevention Strategy 25/26 onwards 	March 2026	Homelessness strategy currently being developed and co-produced with partners and service users. Strategy away day in February to agree final priorities based on research and feedback.
	<ul style="list-style-type: none"> Reduce the backlog of Housing Applications. 	Oct 2025	Data cleanse of waiting list is now complete. Additional resources have been put in place to support the team address the back log of applications and this is now reducing.

	<ul style="list-style-type: none"> • Increase the number of lease and repair properties. (10 in 25/26) 	March 2026	Completed on 2 family properties. 6 in pipeline and currently with legal and further 6 to be brought on line in new year
	<ul style="list-style-type: none"> • Increase the amount of PRS move on for singles and families. 	March 2026	Increase in the amount of move on PRS being used for both families and singles with a number PRS tenancies being used each month.
	<ul style="list-style-type: none"> • Scope and initiate a long-term commissioned accommodation scheme via a partner. 	March 2026	Huntley and Silver street both up and running as long term commissioned temporary accommodation. Further initiatives being explored including a social enterprise project with Cornerstone
	<ul style="list-style-type: none"> • Implement GM Refugee welcome pack 	July 2026	This is ongoing and under review due to changes as a result of asylum reform
	<ul style="list-style-type: none"> • Develop community navigator role. 	Aug 2026	Complete and navigator role developed and recruited to
	<ul style="list-style-type: none"> • Improve website and social media resources for prevention . 	Sept 25	Work ongoing to add advice aid to the website as a source of information and advice around prevention.
	<ul style="list-style-type: none"> • Deliver B&B elimination plan. 	March 2026	B&B elimination plan in process. No families currently in B&B over 6 weeks Reduced families in B&B from 48 to 21. Additional funding received from MHCLG to carry out an occupancy audit / support reduction in use of B&& accommodation and increase prevention

