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

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

1. Introduction Capital Improvement Programme 2026-2027

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

1.2 With overall aims of;

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

2. Indicative Investment programme

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

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

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

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

3 Investment Priorities for 2026/2027

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

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

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

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

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

3.4 Other investment needs for 2026/27 include;

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

4 Financial Overview

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

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

5 Delivery and governance

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

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

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

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

6 Housing Assets team

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

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

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

7 Stock Condition Surveys and Data

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

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

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

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

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