

Team Performance and Delivery Service Plan 2026/2027

INTRODUCTION

Main Functions of the Service

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

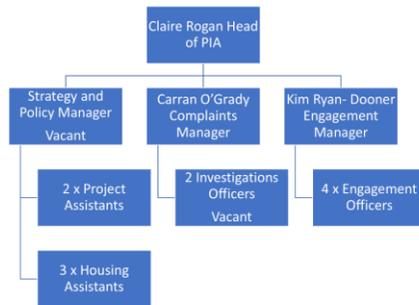
Aims and Objectives of the Service

- Satisfied tenants
- Quality Homes
- United communities

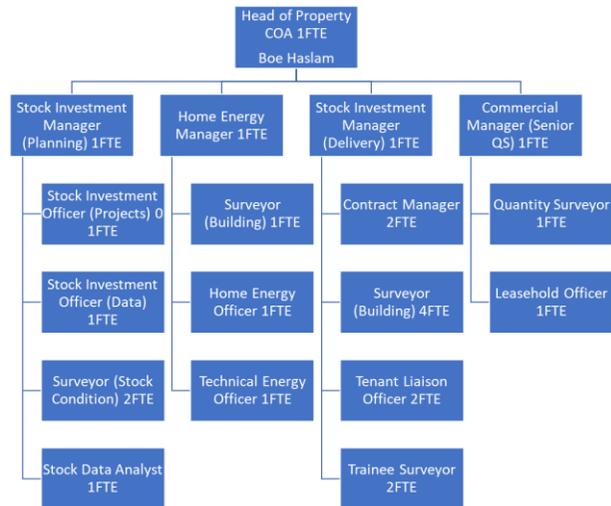
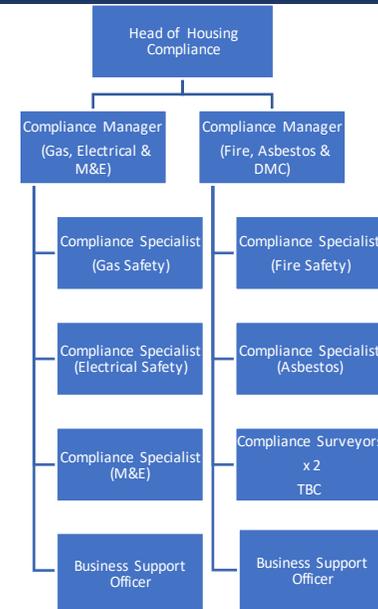
SERVICE STRUCTURE

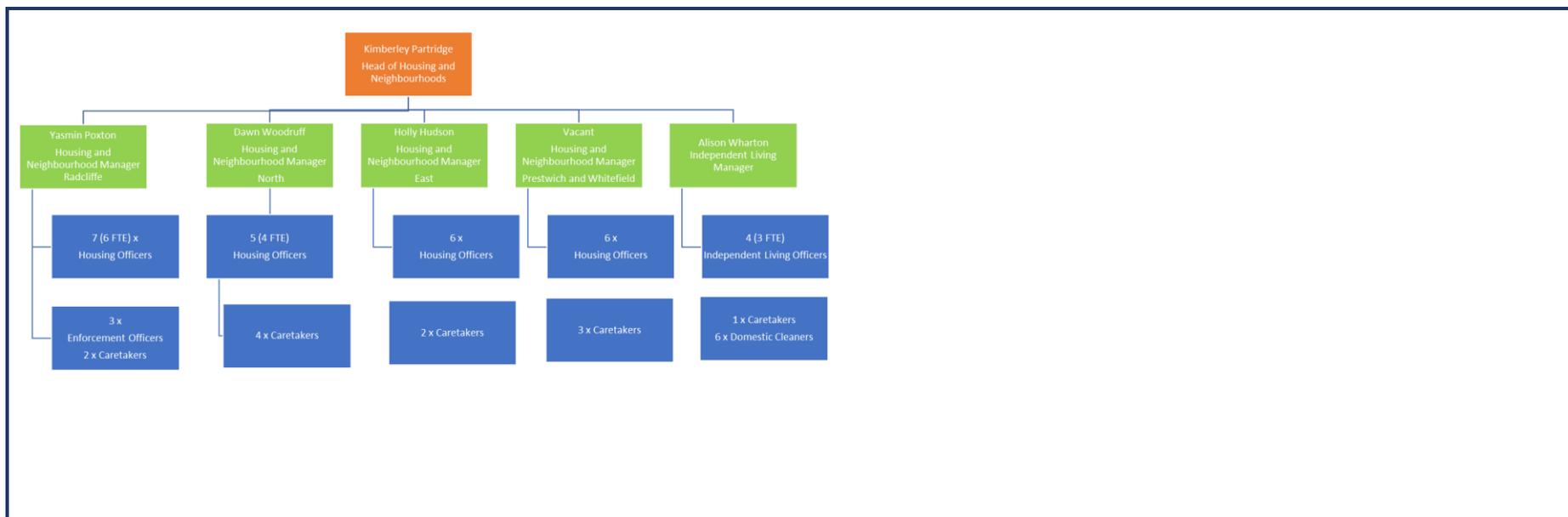
Please insert/link to a structure outline or diagram for your service.

Performance Improvement and Assurance



Bury Council





REVIEW OF PREVIOUS YEAR

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

Key Achievements

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

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

CHALLENGES AND RISKS

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

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

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

EQUALITY ANALYSIS

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

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

SERVICE DELIVERY PLAN

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

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

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

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

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

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

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

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

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

SERVICE KEY PERFORMANCE INDICATORS

| Indicator | Source | Lead | Frequency | Reported To (Report/Board) | To be developed? (Y/N) |
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PERFORMANCE DASHBOARDS / REPORTS

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