

Report to	Housing Advisory Board
Date	09/06/2026
Agenda No. & Title	8 Year-End Performance 2025/26 and Performance Targets 2026/27
Purpose of the Report	To provide the Housing Advisory Board with an overview of performance for the 2025/26 financial year and to present the proposed performance indicators and targets for 2026/27. The report supports scrutiny of performance, highlights key areas of risk and improvement, and outlines the strategic direction for the year ahead.
Status	For review and approval
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Appendices	Appendix 1: Year End Performance Report Appendix 2: Performance Indicators and Targets 2026/27
Background Documents	N/a
Recommendation/s	<ul style="list-style-type: none"> • Note the 2025/26 year-end performance position and associated challenges • Approve the proposed performance indicators and targets for 2026/27 • Endorse the key improvement priorities and areas of focus for the coming year • Review new suggested PI's highlighted in the target setting report.
Corporate Plan Objective	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Continued underperformance in repairs and customer satisfaction

	<ul style="list-style-type: none"> • Increasing rent arrears above sector benchmarks • Capacity and recruitment challenges impacting service delivery • Data quality and system limitations affecting reporting and efficiency
Mitigations/Controls	<ul style="list-style-type: none"> • Service restructures and targeted recruitment across key areas • Implementation of improvement action plans (e.g. income management, ASB, repairs) • Strengthened compliance oversight through a dedicated compliance team • Introduction of new systems (e.g. Housing CRM) to improve efficiency and data quality • Ongoing performance management using sector-aligned KPIs
Financial and Value for money implications	<p>Right first time and rent income figures are indicators to ensure both cash flow and efficient services for value for money.</p>
Regulatory/ governance and legal implications	<p>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</p>
Assets and Liabilities	<p>Asset Management indicators are key to ensuring oversight of the assets and liabilities.</p>
Resource Implications	<p>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.</p>
Customer Impact	<p>Customers have experienced variability in service delivery, particularly in repairs, communication, and access to services. However:</p> <ul style="list-style-type: none"> • Complaint handling performance has improved • Safety and compliance performance remains strong • Service changes and planned improvements are expected to enhance customer experience

EDI Implications	This report does not have a negative impact from an EDI perspective
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	There are no impacts on colleagues.
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	<ul style="list-style-type: none"> • Implement and monitor delivery of service improvement plans across key areas • Embed new systems (e.g. CRM) to improve efficiency and customer experience • Track performance against 2026/27 targets, including stretched TSMs • Continue benchmarking against Housemark and sector peers • Provide regular performance updates to the Housing Advisory Board.

1. Overall Summary

1.1. The 2025/26 year-end position reflects a service in transition, with performance challenges alongside improving foundations. Appendix 1 gives further details and commentary.

1.2. The 2026/27 TSM targets detailed in appendix 2 are deliberately ambitious, reflecting the gap to sector benchmarks and a strong commitment to continuous improvement. Together, these documents provide a clear framework for driving improved outcomes for tenants and moving towards the 5-year corporate goals.

2. Tenant Voice Forum Input

2.1. The Tenant voice forum reviewed the targets for the Tenant Satisfaction Measures. Their discussions around targets have been that the service should aim to stretch itself and increase all the TSM targets reflecting our transitioning services and

recruitment to teams.

2.2. The leadership team reviewed the TVF suggestions and welcomed the challenge. Whilst recognising the need to encourage improvements, targets have been set as achievable if planned actions are put into place. It is recognised that change and improvements in services can take a long time to embed and perception to change. Therefore, 9 out of 12 have increased, with 4 remaining the same, where the target had not been achieved in 2025/26.

3. Performance Indicators

3.1. Performance indicators have been selected to provide overview of regulatory requirements and key services without being burdensome. The performance indicators have been reviewed by HLT.

3.2. The number of PIs has been reduced in order to increase focus on each area. These indicators such as the Repairs and Tenancy Management ASB indicators will still be monitored by Heads of Service. This will be supplemented by more detailed reports on service areas throughout the year including, ASB, Health and Safety and Compliance.

3.3. A number of new indicators have been included (highlighted in orange in appendix 2):

3.3.1. Awaab's indicators following the introduction of Awaab's Law in October 2025. In order to ensure compliance to new timescales. These can be escalated once HLT and HAB are assured the new process is embedded.

3.3.2. Transactional satisfaction surveys which give a more immediate understanding of satisfaction with key areas ASB, Repairs and Complaints, but have previously had too low a return rate for significant analysis.

3.3.3. New Repairs Pi's following increased focused on performance by the New Head of Repairs.

3.3.4. New Stock condition PIs to support the new asset management approach to ensure the data on the stock is up to date.

3.4. Individual Directorates have operational performance indicators which can be escalated to HLT if there are ongoing concerns highlighted through complaints, risk or ongoing poor performance.

