SCRUTINY REPORT

MEETING:	**Overview and Scrutiny**
DATE:	**16th July 2026**
SUBJECT:	**Housing Services Update**
REPORT FROM:	**Sian Grant, Director of Housing**
CONTACT OFFICER:	**Sian Grant, Director of Housing**

1.0 BACKGROUND

1.1 This report provides members with a 12 month update on housing services and the improvements that are being made to the service to ensure we deliver excellent services to tenants and meet the requirements of the Regulator for Social Housing's consumer standards.

1.2 The RSH consumer standards are designed to ensure that social housing providers deliver high quality services tenants and ensure homes are maintained to a high standard. The consumer standards are split into four standards;

- **Safety and Quality Standard** - This standard ensures that landlords provide safe and good-quality homes. It includes requirements for regular stock condition surveys, accurate record-keeping, and effective communication with tenants about repairs and maintenance.

- **Transparency, Influence and Accountability Standard** - This standard promotes transparency and accountability in landlord operations. It expects landlords to engage with tenants, understand their diverse needs, and involve them in decision-making processes.

- **Neighbourhood and Community Standard** - This standard focuses on the role of landlords in supporting the well-being of the communities they serve. It includes maintaining clean and safe neighbourhoods and addressing anti-social behaviour.

- **Tenancy Standard** - This standard ensures that landlords provide fair and efficient services related to tenancy management, including allocations and mutual exchanges.

1.3 A number of reports have made over the last year to Overview and Scrutiny sub group – Housing and Performance on the progress that has been made. The last report in February 2026 reported final progress against the Altair mock inspection feedback and clarified that all ongoing improvement actions would be included with the Housing Services action plan.

1.4 The report provides overview and scrutiny committee an update on the housing service including our key achievements and year end performance for 2025/26. The report also sets out details of the Housing Service Vison and objectives and the service action plan for 2026/27.

2.0 Key achievements for 2025/26

2.1 Bury Council's Housing Services division has been on a improvement journey since bringing Six Town Housing back in house in February 2024. Whilst we are still very much in the middle of this journey, we are making progress to improve services and homes for tenants, and provide a stable and empowering place to work for our housing staff. We have made a number of improvements over the last year.

2.2 We have completed restructures and recruited to the Property Investment Team, Housing Compliance Team and Repairs Team. This has included the recruitment of a permanent Head of Housing Compliance and Head of Repairs and Maintenance. This has ensured we have the leadership capacity and capability within the service to stabilise and improve services. The full housing leadership team has been in place since December 2025.

2.3 2025/26 saw a significant shift in our approach to health, safety and compliance. We have introduced and recruited to a Housing Compliance team which has brought in the necessary expertise and capability to this area – something that had been missing in the previous structure. As a result of this the team have fully reviewed our compliance data and processes and this has identified a number of areas where we need to improve our approach to compliance. This has included moving away from spreadsheets to specialist systems such as RiskBase and TCW, supported by external audit. This has improved our data accuracy and our oversight across gas, electrical and fire safety.

2.4 As part of this shift we have reviewed the data held on our EICR programme to ensure it is as accurate and update to date as possible and used this information to inform the programme going forward so we can transition all properties to a 5 year EICR programme. We have also reviewed the data held on our Fire Risk Assessments and remedial actions to ensure it was accurate and up to date. This information has been used to inform our fire safety work.

2.5 We have carried out a full review of the repairs service to improve tenant satisfaction and deliver a more efficient and effective service. This has led to a wide-ranging transformation programme which includes streamlining workflows, improving how jobs are diagnosed, clarifying roles and responsibilities, and strengthening performance management. We have also improved how we communicate with tenants about repairs, introducing clearer scripts, templates and service expectations, alongside text messaging for repair appointments, reminders and cancellations.

2.6 The 2025/26 capital investment programme was mobilised with improved governance and regular monitoring ensuring that investment in homes is better planned and controlled. We've continued to make progress on retrofit and EPC works, including securing £2.2m of Wave 3 funding. During 2025/16 we increased the number of homes meeting EPC C by just over 11% to 69.13%.

2.7 Tenant engagement and scrutiny has been another important area of focus. Over the last year we've started to develop formal tenant scrutiny arrangements with the Tenant Voice Forum, strengthened governance to support meaningful tenant influence, and involved tenants directly in shaping our approach to complaints and the repairs review. This is helping move engagement beyond consultation and towards shared learning and improvement. But we also recognised that there is a lot more to do in this area and as a result we have engaged TPAS (Tenant Participation Advisory service) to work with us during 2026/27 to further strengthen our approach to tenant influence.

2.8 We have reviewed our housing management operating model and as a result added more leadership capacity and capability in this area to support the Head of Housing and Neighbourhoods to improve areas where tenant satisfaction is low. This has included introducing an ASB Manager to support the delivery of our ASB improvement plan and a Caretaking and Cleaning Manager to improve the delivery of these services to tenants.

2.9 From tenant feedback and complaints we identified that we had issues with our management of ASB, particularly low level neighbour nuisance and noise. As a result we commissioned Housemark to carry out a review of our ASB service against their ASB accreditation standard. The review identified a number of areas for improvement and we have strengthened our ASB improvement plan as a result and are in the process of delivering this.

2.10 We also worked to increase the visibility of housing services within our communities, with tenancy visits increasing by 45%. We also held a series of estate action days and estate walkabouts across the year engaging with tenants across a number of our estates. This has significantly improved our understanding of tenant circumstances and enabled earlier intervention when issues arise.

2.11 During the year we have made progress on knowing our tenants. We analysed the data we hold on our tenants to understand where we had gaps and needed more data. We have started to make progress in filling these gaps through our tenancy visits, a large scale data cleansing exercise and increased engagement activity. More than 1000 tenants responded to our Getting to Know You Survey and we have completed over 500 tenancy visits in the first quarter of 2026 giving us more accurate and meaningful data about who lives in our homes and the support they may need. As a result, our data is becoming more robust, enabling us to identify underrepresented groups more quickly, better understand communication and accessibility needs, and target support and engagement activity where it is needed most. This includes strengthening our understanding of vulnerability, improving digital inclusion, broadening tenant involvement opportunities and ensuring services are more accessible and responsive to the diverse needs of our communities. Our work on this will continue into the next year.

2.12 During 2025/26 we have reviewed our approach to complaints and complaint handling including recruiting two Complaints Investigators. This has helped us to develop and begin to implement a positive complaint handling and learning culture. We also commissioned Housemark to carry out a review of our complaint handling against their accreditation standard. We are now working through a clear action plan to address the gaps the review identified.

2.13 Despite rising homelessness demand, we have continued to provide a strong and effective Housing Options and Homelessness service, supporting thousands of households with advice, prevention and accommodation. We have expanded our Asylum, Immigration and Rough Sleeping services enabling us to help more people off the streets and into safe accommodation. We have strengthened our partnership working to increase access to housing including bringing new properties into use through developments such as Huntley House and Silver Street, alongside plans for future family temporary accommodation and our lease and repair schemes which are helping to reduce the use of costly B&B placements and deliver better outcomes for residents.

2.14 Behind all of this, we've laid much stronger financial, business planning and digital foundations. A refreshed 30-year HRA Business Plan has been completed and reported to Cabinet, monthly HRA management accounts are now embedded, procurement and contract management arrangements have been strengthened, and we have begun our journey to improve both data quality and digital systems, including the upgrade of QL starting this spring. We have also been given greater funding certainty for our homelessness prevention and rough sleeping service with the three year grant settlement and have robust plans in place to reduce the cost of temporary accommodation.

3.0 2025/26 year end performance

3.1 Our year end performance scorecard for 2025/26 is attached at appendix one. The score card sets out our performance against a range of key performance indicators including the tenant satisfaction measures for 2025/26. The scorecard compares 2025/26 performance against our performance in 2024/25 to identify trends. It also compares our performance outturn for 2025/26 with the benchmark for Local Authorities in England with a housing stock between 5,000 and 10,000 (excluding London). It also benchmarks our performance against all social housing landlords in Greater Manchester.

Tenant satisfaction

3.3 Tenant satisfaction with the overall service provided by Bury Housing Services has improved by 3.32% from 2024/25. This places Bury in quartile 2 compared to other English local authorities with a similar stock size but in Q3 when compared to other Greater Manchester social landlords. However, key service areas including repairs, our approach to handling ASB, making a positive contribution to neighbourhoods, maintaining communal areas and property condition remain in the bottom quartiles compare to other similar landlords.

3.5 Satisfaction with complaints handling has improved significantly and is now in the top quartile compared to other landlords. Satisfaction with safety and condition of home are improving, though still below sector average.

3.6 As mentioned in the section above, we have implemented a number of service improvements during the year to improve and strengthen our services in key areas. We have carried out review of the repairs service and are currently working through a detailed transformation plan. During 2025/26 we put in place dedicated compliance team to address capacity and capability gaps in this area.

3.7 We commissioned Housemark to carry out service reviews of our anti social behaviour and complaints services. These reviews identified a number of areas for improvement and we have improvement plans in place for both service areas to address the findings. We have also started working with the Institute of Customer Service which will provide a clear and consistent framework for communication with tenants, managing expectation, handling dissatisfaction and complaints and supporting staff to deliver high quality customer service.

Asset management performance

3.8 At year end 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. Any properties deemed to be failing the DHS are closely monitored through to the satisfactory completion of remedial or renewal work.

3.9 From April 2026, our approach to reporting how many of our homes meet the decent homes standard 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 during the year, 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.

3.10 82.95% of our properties have had a stock condition survey in the last 5 years and we have put in place a programme to survey 20% of all homes every year over a five year cycle to ensure the information we hold on the condition of our homes remains up to date.

3.10 We continue to work to ensure out homes meet a minimum of EPC C by 2030. During 2025/26 EPC ratings have increased with 69.13% of properties with an EPC rating of EPC C or above – an 11.47% increase on the previous year.

3.11 A number of factors influenced delivery of the capital programme during 2025/26, including a carry-over of schemes from 2024/25 and delays in procurement which affected the timing of the capital programme. In addition, there were significant delays during Q4 in the legal approval of contracts (December–March), as well resource pressures arising from recruitment challenges.

3.12 To strengthen future delivery, the service is working more closely with the procurement team to mitigate anticipated delays and ensure earlier engagement. Future investment works are being scoped and prioritised more robustly, ensuring alignment with the Decent Homes Standard and strategic asset priorities. There is also a clear commitment to reducing the scale of annual programme carry-overs, providing a stronger delivery position year on year.

3.13 To support improved planning, oversight and assurance, the service has introduced Scanmaster, a new contract management reporting system that enables earlier visibility of contract performance and renewal planning. In addition, Verto, a new project management system for capital investment, is being implemented to support more efficient monitoring, reporting, and control of investment programmes across the lifecycle of delivery.

Compliance performance

3.14 100% of Fire Risk Assessments were completed and all remedial actions are being addressed by priority. During late 2025 we made a self-referral to the Regulator for Social Housing after uncovering issues with the data held on our outstanding fire remedial actions. The regulator has closed down further monitoring following the self-referral**,** having been satisfied that appropriate controls and governance are now in place including monthly reporting to the portfolio holder for housing**.**

3.15 Following the completion of the latest round of Fire Risk Assessments (FRAs), all identified actions and recommendations have been uploaded into our new fire safety management system, RiskBase. This has resulted in a significant increase in the number of recorded fire safety actions. However, this does not mean our buildings are becoming less safe. Rather, we now have a much clearer and more complete picture of the actions required across our housing stock. Instead of simply responding to individual repairs, we are taking a whole-building and whole-system approach to reducing fire risk. Our priorities are to:

- Prioritise buildings with vulnerable residents, particularly sheltered housing schemes.
- Address the highest-risk issues first.
- Identify recurring issues across multiple buildings and fix the root causes.
- Improve fire safety management processes so that the same issues do not repeatedly appear in future inspections.
- Ensure all actions are fully evidenced and recorded, creating a strong "golden thread" of information.

3.16 The table below sets out our current position in relation to fire remedial actions;

	Number of actions identified	**Number of actions as at 3rd July 2026**	**Comments**
High risk remedial actions	120	87	The fire safety team is carrying out weekly reviews to understand common themes, which include: • Fire alarm system settings and operation • Staff training and record keeping • Fire door inspections • Fire safety procedures and management controls
Medium risk remedial actions	1112	1059	Many of these actions may already have been addressed through maintenance or investment works but have not yet been formally recorded and closed within RiskBase.

			Work is underway to gather evidence and ensure completed works are properly captured and auditable.
Low risk remedial actions	2083	1580	These will be addressed alongside higher-priority works where possible, enabling multiple issues within the same building to be resolved at the same time.
Recommendations	1119	1119	These do not usually have a completion deadline. They will be considered alongside other works and future investment programmes where appropriate.

3.17 The introduction of RiskBase has significantly improved our understanding of fire safety across our housing stock. While the number of recorded actions has increased, this is largely because we now have better visibility and more accurate data than previously available. Overall, this represents a move from a reactive approach towards a more proactive, risk-based and evidence-led fire safety management system. The increase in recorded actions should be viewed as a sign of improved oversight and governance, providing a stronger basis for managing risk and demonstrating compliance.

3.18 Currently 86% of homes have an electrical safety check less than 5 years old. 1043 electrical safety checks are currently non-compliant out of a total of 7250 on the current programme. 94 are due to being over 5 years old, 758 are without satisfactory documentation and 191 where additional remedial works are required. These are currently being prioritised by our contractor AB Electrical.

3.19 At the 31st March 2026 water safety checks were below target with a small number of outstanding assessments due to access issues. Since the end of March all assessments have been completed and performance on water safety checks is at 100%.

3.20 Gas safety performance remains high at 99.97%. There are a small number of short-dated certificates outstanding which are progressing and supported by TCW software and access processes.

Repairs and maintenance

3.21 During 2025/26 we completed 68.98% of non-emergency repairs within timescales. Performance was affected by a combination of factors, the most significant being the legacy backlog of routine repairs. This created sustained pressure on available resources and reduced the capacity to respond to new routine repair requests within target timescales. The service also experienced capacity constraints during the year. Recruitment and retention challenges within key trade areas, together with the time required to mobilise and train new employees, meant that the workforce was not operating at full establishment for parts of the year. Capacity was further impacted by higher than anticipated levels of sickness absence, particularly within core frontline trades such as Joiners, reducing the number of available operative days and limiting the service's ability to respond to routine repair demand within target timescales.

To address capacity pressures, the service continues to recruit into vacant posts and is currently onboarding five agency operatives to provide cover for long-term sickness absence. These additional resources will help increase workforce capacity, reduce the backlog of outstanding repairs and support improvements in the timely completion of non-emergency repairs.

3.22 We completed 97.18% of emergency repairs within target timescales. A small number of cases did not hit target due to access issues and increased repair complexity.

3.23 Repairs right first-time performance ended the year at 75.29%**.** Factors impacting performance included the need for repeat visits driven by incomplete initial diagnoses, parts availability, and cross-trade dependencies.

3.24 The average time to complete appointment repairs exceeded target at 26.16 days. This was due to high outstanding volumes and constrained appointment capacity.

3.25 During the year, we undertook a full review of the repairs service including looking at staffing and repairs data**.** The review included benchmarking the service against regulatory expectations and sector best practice. This process surfaced historic under-reporting and ageing repairs, resulting in a short-term dip in reported performance but establishing a far more accurate and reliable baseline**.** Recruitment has since taken place to better align resource with demand, informed by improved data quality.

3.26 An improvement plan is in place and is focused on backlog clearance, tighter job triage, improved diagnostics, enhanced scheduling and strengthened management oversight. Whilst these measures have helped establish improved controls and ways of working, the anticipated improvements in KPI performance have not yet been realised due to ongoing capacity constraints and the existing backlog of repairs. To address this, the service continues to recruit into vacant posts and is currently onboarding five agency operatives to provide cover for long-term sickness absence and support backlog reduction. The agency resource is expected to be fully onboarded and operational by the end of July, at which point the service anticipates increased capacity to accelerate backlog clearance and support improvements in repair completion times during the remainder of 2026/27.

3.27 Since Awaab's Law came into force in October 2025, we recognised that Bury Council's Housing Repairs service was not fully prepared to meet the new statutory requirements. At go-live, processes were underdeveloped, and staff roles and responsibilities in relation to compliance were not clearly defined. During the final quarter of the year, significant progress has been made, including the recruitment of appropriate roles and the establishment of dedicated resource to oversee and manage compliance with the legislation. While overall performance is not yet at the required standard, the service is now on a stronger footing, with improving performance trends and assurance levels being maintained as compliance arrangements continue to mature.

Complaint Handling

3.28 Complaint handling performance has improved with a corresponding increase in tenant satisfaction with complaint handling. Tenant satisfaction with complaint handling has improved from 37.6% in 2024/25 to 47.78% in 2025/26, an increase of 10.18% year on year. During the year, the organisation has recruited two Complaints Investigation Officers, increasing capacity and resilience within the service. The focus now is to refresh, improve and relaunch the complaints processes in line with Housemark recommendations, while continuing to embed learning, strengthen ownership, and support cultural change across services.

3.29 Housing Ombudsman data, including the number of determinations and maladministration findings, continues to provide an important source of external insight. We have had 8 Housing Ombudsman cases during 2025/26 which included 21 findings. Of these 14 were findings of severe maladministration, maladministration or service failure which included 2 findings of severe maladministration's associated to a damp and mould case. As a result we have introduced a damp and mould inspection as part of our void process to ensure we identify any damp and mould issues whilst the property is void and rectify them before the property is let.

3.30 The Housing Ombudsman determinations identify ASB complaints and case management as a theme. A deep dive has been carried out into the determinations to ensure we have identified all the learning and that there are no systemic issues. The deep dive showed that the Housemark review of the ASB service picked up similar themes and issues and that all of these were included in the ASB improvement plan.

Anti Social Behaviour and Tenancy Management

3.31 Anti social behaviour cases relative to the size of the landlord have declined slight compared to the previous year and Bury remain in the lower quartile on this performance indicator (a lower number is not an indication of good performance for this PI), particularly when coupled with low levels of tenants satisfaction with our approach to ASB (52.59%).

3.32 Over the past year, and particularly in the last quarter, the Housing Team has increased its focus on early intervention, addressing concerns through tenancy support before they escalate into Anti-Social Behaviour (ASB) cases. This shift is reflected in our tenancy support figures. Tenancy support case management has more than doubled since Q3, reflecting a more robust and proactive approach to performance management. This increase demonstrates improved recording, review, and reporting of tenancy support activity, rather than a rise in underlying need, and provides stronger assurance that support is being targeted and tracked effectively.

3.33 Low-level nuisance issues, such as noise, neighbour disputes, and lifestyle differences, are now more frequently recorded and managed as tenancy support cases rather than formal ASB. Improved partnership working with the police, social care, and health services has also contributed to this change. Through joint case management, some issues are being appropriately managed outside of Housing ASB systems. As a result, reported ASB figures have reduced, although overall demand has not decreased but instead been redistributed across services.

3.34 We have continued to encourage accurate reporting, particularly in relation to crime-related incidents. This has led to an increase in reporting during Q4, and we aim to sustain this progress into the coming year.

3.35 Insight from complaints data and tenant satisfaction feedback has informed a full review of the ASB service and the development of a clear ASB improvement action plan. This work has been strengthened by an external Housemark review, which provided clear recommendations to further improve the ASB offer. In response, we have delivered targeted ASB training internally and with external partners, increased partnership working, reviewed ASB processes and ways of working across housing and enforcement and recruited an additional enforcement officer. More intensive performance management arrangements have also been introduced to ensure ASB cases are handled in line with policy and consistently monitored. Delivery against the ASB action plan will continue throughout 2026/27.

Relet times

3.36 During 2025/26 the average time to relet our homes was 45 days compared to a target of 39 days. Both internal repairs pressures and contractor performance issues have had significant impact on re-let times this year. Additionally, property condition at termination has been a key contributing factor, with poorer condition homes requiring additional time to bring up to a lettable standard, extending void turnaround periods.

3.37 In response, pre-termination visits have been introduced to better manage expectations with tenants and identify required works earlier. We have also increased the frequency of tenancy condition visits, enabling a more proactive approach to managing property condition ahead of termination. These visits are now subject to active performance management to ensure consistency and effectiveness.

3.38 Reletting within sheltered and extra-care schemes continues to present challenges, driven by the size of properties and the overall condition of the schemes. These schemes are currently under review to determine their long-term use and future investment needs, ensuring decisions are aligned with demand, sustainability and value for money.

Income management

3.39 Rent collection and the level of rent arrears remain above target during 2025/26 and arrears continued to increase. The proportion of rent collected fell to 98.11% from 100.73% the previous year. Rent arrears as a percentage of rent roll ended the year at 5.47% up from 5.01% the previous and much higher than the sector benchmark of 2.5%. The value of current tenant arrears ended the year at £1,997,518 and increase of £160,972 on the previous year.

3.40 This position reflects the combined impact of ongoing cost of living pressures affecting tenants, alongside operational challenges within the service as it undergoes a period of transformation.

3.41 An improvement action plan is in place, overseen by the Head of Revenues and Benefits, which sets out key areas of focus for the year ahead. This includes a structured and incremental approach to reducing rent arrears from the current year-end position towards the sector benchmark of approximately 2.5% over the next three to four years.

Call centre performance

3.42 During 2025/26 the call centre answered 59.34% of the housing calls presented to them. 85% of the call answered were answered within 10 minutes. The 2025/26 year-end position for the Call Centre has been significantly impacted by ongoing resourcing challenges, including difficulties with recruitment and staff retention. These pressures have affected service capacity and consistency throughout the year, contributing to performance falling below expected levels.

3.43 Mitigating actions have been implemented during the year to reduce pressure on frontline staff. These include the introduction of a dedicated complaints inbox, enabling complaints to be sent directly for triage and reducing demand on Call Centre resource. In addition, Repairs Planners have provided cross-service support by assisting with the triage of repairs during peak and critical periods, helping to maintain service continuity.

3.44 The call centre also started a review and instigation of improvement measures in March including team and management engagement, resource planning, system issues, and review and rationalisation of processes.

3.44 As a result 2026/27 has seen a demonstrable improvement in performance, with a 25% improvement in calls answered and 35% improvement in those answered within 10 minutes from April to June. Further work in the short term on the telephony system is expected to bring additional stability and upturn across these metrics, with ongoing work around the Housing Management System upgrade and deployment of automation software anticipated to bring significant enhancements to the contact centre's delivery model.

Housing Service's vision, objectives and 26/27 service plan

4.1 During 2025/26 we worked with tenants and staff to develop a vision and objectives for the service so that everyone understood the improvements we want to make to the service and we had clear outcome of what that would look like when we achieved it. This is set out on our plan on page which is attached at appendix two.

4.2 Our vision is 'Satisfied tenants, quality homes and united communities' and we have identified 8 objectives to deliver this vision with a number of high level actions for 2026/27. These are set out in the table below;

Objective	**Key service actions for 2026/27**	**Date by**	**Owner**
Improve customer service and increase customers influence in our service delivery	Improve our anti social behaviour service increasing tenant satisfaction	March 2027	Head of Housing and Neighbourhoods
	Improve the repairs service increasing efficiency effectiveness and tenant satisfaction	March 2027	Head of Repairs and Maintenance
	Improve our complaint handling culture	March 2027	Head of Performance, Assurance and Improvement
	Develop and implement a vulnerable customer policy	July 2026	Head of Performance, Assurance and Improvement
	Develop a customer service strategy based on feedback from the Institute of Customer Service	December 2026	Head of Performance, Assurance and Improvement
	Develop and deliver a programme of tenancy visits	March 2027	Head of Housing and Neighbourhoods
	Review our tenant engagement strategy	March 2027	Head of Performance, Assurance and Improvement
	Develop and deliver a communications strategy	July 2026	Director of Housing
Improve data governance	Upgrade our housing management system to ensure it is fit for purpose	March 2027	Director of Housing
	Establish a robust data management framework grounded in knowledge and information management (KIM) principles.	March 2027	Head of Performance, Assurance and Improvement
	Improve the quality of the data we hold on our tenants and use this data in service delivery and decision making	March 2027	Head of Performance, Assurance and Improvement
	Improve data quality and reporting in the homelessness and housing options service	March 2027	Head of Homelessness Prevention
Ensure we have a sustainable business plan	Continue to develop and deliver a viable 30 year business plan	Feb 2027	Director of Housing/ Finance
	Identify and deliver efficiency savings in both the housing revenue account and the housing general fund	March 2027	Director of Housing
	Review service charges	March 2027	Finance
	Increase rent collection and promote a positive payment culture	March 2027	Head of Revenues and Benefits

	Develop and deliver a procurement pipeline	March 2027	Head of Property/ Head of Repairs and Maintenance
Improve the quality of our homes	Develop an asset management strategy	Dec 2026	Head of Property
	Carry out a rolling programme of stock condition and retrofit surveys to ensure we fully understand the condition of our homes	March 2027	Head of Property
	Develop a three year capital investment programme	March 2027	Head of Property
	Improve our access to homes across repairs, assets and compliance	March 2027	Head of Housing Compliance
	Deliver the plan to reduce the number of outstanding EICRs brining all homes within the 5 year programme	March 2027	Head of Housing Compliance
	Deliver the plan to reduce the number of outstanding fire remedial actions	March 2027	Head of Housing Compliance
Improve staff satisfaction	Improve staff satisfaction for 'this is a place I feel valued' and 'managers discuss training needs'	March 2027	Housing Leadership Team
	Build a consistent value led service culture where staff at all levels are aligned around shared behaviours, accountability and a strong customer focus.	March 2027	Housing Leadership Team
Prevent and reduce homelessness and rough sleeping	Develop new Homelessness Prevention Strategy and action plan	Oct 2026	Head of Homelessness Prevention
	Review and refocus service to align with early prevention work and outcomes from the service	March 2027	Head of Homelessness Prevention
	Work with private rented sector team to embed renters right act	March 2027	Head of Homelessness Prevention
	Commission our rough sleepers support services	March 2027	Head of Homelessness Prevention
Provide safe and decent temporary accommodation	Increase access to suitable and adequate temporary accommodation	March 2027	Head of Homelessness Prevention
	Deliver the bed and breakfast elimination plan	March 2027	Head of Homelessness Prevention
	Deliver Local Authority Housing Fund rounds 3 and 4	March 2027	Head of Homelessness Prevention
	Increase support for sustainable move on from temporary accommodation	March 2027	Head of Homelessness Prevention
Review housing allocations and housing register	Reduce backlog of housing applications	March 2027	Head of Homelessness Prevention

	Working in partnership review the allocations policy and make sure it is fit for purpose	March 2027	Head of Homelessness Prevention

4.3 We have also put in place some key outcome measures for the service so we are able to measure the impact of the improvements we are making over time. These are;

- Increase in the percentage of tenants satisfied with Bury Council as their landlord – increase from 70% to 85% by 2029.
- Increase in staff satisfaction with 'this is a place I feel valued' – increase from 53% to 75% by 2029.
- Increase in satisfaction with home is well maintained – increase from 67% to 85% by 2029.
- Increase in satisfaction that home is safe – increase from 70% to 85%
- Eliminated the use of bed and breakfast accommodation as temporary accommodation – no families in bed and breakfast accommodation by 2029.
- Increase in homelessness prevention outcomes.
- Data on tenants and services and feedback from tenants being used to inform service improvements – all decisions and service improvement information by data and feedback.

5.0 Regulatory Inspection

5.1 As the committee are aware the Social Housing (Regulation) Act 2023 introduced a stronger inspection regime for housing following lessons from Grenfell Tower and the death of Awaab Ishak. This included the introduction of a proactive inspection regime for local authorities. Landlords with more than 1,000 homes are subject to regular programmed inspections, typically within a four-year cycle.

5.2 The regulator assesses compliance against the Consumer Standards, particularly:

- Safety and Quality – Are homes safe, well-maintained and compliant?
- Neighbourhood and Community – How effectively are ASB and neighbourhood issues managed?
- Tenancy – Are homes allocated fairly and tenancies managed appropriately?
- Transparency, Influence and Accountability – Are tenants listened to and involved in decision-making?

5.3 Bury Council received notice of inspection on 3rd June 2026 including the scope of the inspection. The regulator is looking for us to provide evidence and assurance that council homes are safe, well-managed, tenant-focused and compliant with the standards expected by the Regulator of Social Housing. They will be looking for clear evidence that;

- Outcomes for tenants are being achieved.
- Members and senior officers understand risks.
- Governance arrangements provide effective challenge and scrutiny.
- The council can demonstrate continuous improvement and self-awareness.

5.4 The first stage of the inspection was to submit documents providing evidence we are meeting the standards to the regulator. This was completed on 18th June 2026. The regulator will be on site on 20th July – 22nd July and will interview senior leadership and key members of the housing team. They will also observe a tenants meetings and speak to tenants about their experience of the service. They will also observe a meeting of the Housing Advisory Board.

5.6 Following the inspection we will be graded with one of the following grades;

Grade	Meaning
C1	Delivering the outcomes of the consumer standards
C2	Some weaknesses; improvement needed
C3	Serious failings; significant improvement needed
C4	Very serious failings requiring fundamental change

5.7 We are not expected to receive the outcome of the inspection until November 2026.

List of Background Papers:-

RSH Consumer standards

Contact Details:-

Sian Grant, Director of Housing

Executive Director sign off Date:______________