

Appendix 7 – HRA Delivery Plan

This Delivery Plan sets out the key actions for the Housing Revenue Account (HRA) for 2024/25. It includes actions to be completed by BCP Homes but also by others who deliver services through the HRA for residents.

The actions are linked to BCP Council’s new Corporate Strategy which sets out two key priorities:

Our Place and Environment: Vibrant places where people and nature flourish, with a thriving economy in a healthy, natural environment.

Our People and Communities: Everyone leads a fulfilled life, maximising opportunity for all.

The new strategy also sets out the aim to be an open, transparent and accountable council, putting our people at the heart of our services.

This plan also supports specific ambitions within the new strategy and the new regulatory requirements as set out in the Regulator of Social Housing new consumer standards.

The Housing Strategy sets out our vision to provide a **safe, secure, and sustainable** home where it is needed and thereby enabling people the opportunity to **live well**.

The Delivery Plan will also support the council’s priorities through the Housing Strategy:

1. Meeting future growth needs.
2. Preventing homelessness and rough sleeping.
3. Improving housing options, opportunities, and choice for all.
4. Empowering and co-creating neighbourhoods where residents wish to live and be part of the community.
5. Improving safety and sustainability across Bournemouth, Christchurch, and Poole’s housing.

The Delivery Plan is a live document and will be updated as progress is achieved, priorities change, or new priorities emerge.

Rag ratings

	completed
	on track
	some challenge
	serious challenge
	deferred to next financial year
	not started

Priority

High	Immediate and significant impact on compliance, health and safety or essential service delivery
Medium	Significant impact on compliance, health and safety or essential service delivery
Low	Should be done but can be postponed

Compliance								
Actions	Responsibility	Priority	Lead Officer	Target Date	BCP Corporate Strategy	Regulatory Consumer Standard	Progress Update	RAG Status
1. Provide assurance on property health and safety compliance data and performance, ensuring that all legislative, regulatory and audit requirements are met.	BCP Homes Strategic Management Board	High	Simon Percival	June 2024	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
2. Complete review of property compliance policies, procedures and align across Bournemouth and Poole.	BCP Homes Strategic Management Board	High	Simon Percival	June 2024	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
3. Ensure that Resident Engagement Strategy for high-rise residential buildings is in place.	BCP Homes Strategic Management Board	High	Bob Chedzoy	June 2024	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
4. Review compliance with the Fire Safety Act 2021 and share information with residents in the role that they play in emergencies.	BCP Homes Strategic Management Board	High	Simon Percival	Sept 2024	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
5. Review measures to demonstrate that all homes to continue to meet the Decent Homes Standard.	Housing Compliance Strategy Group	High	Simon Percival	Sept 2024	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
6. Ensure annual compliance against the	BCP Homes Strategic	High	Bob Chedzoy	June 2024	Using data, insights and feedback to	Transparency, Influence and		

Housing Ombudsman complaint handling code, analyse complaints to ensure lessons are learnt and that performance in complaint handling is reported appropriately.	Management Board				shape service and solutions.	Accountability Standard		
7. Undertake a gap analysis with staff and residents against the new Regulatory Consumer Standards and legislation and set out actions to ensure compliance.	BCP Homes Strategic Management Board	Medium	Seamus Doran	Sept 2024	Local communities shape the services that matter to them.	All regulatory consumer standards		
8. Prepare for and implement annual collection of data for tenant satisfaction measures from the Regulator of Social Housing	BCP Homes Strategic Management Board	Medium	Bob Chedzoy	Sept 2024	Using data, insights and feedback to shape service and solutions.	Transparency, Influence and Accountability Standard		
9. Prepare for the new proposed competence and conduct regulatory standard by ensuring that staff adhere to the council's corporate values and that training needs are identified and met.	BCP Homes Strategic Management Board	Medium	Seamus Doran	Sept 2024	Developing a passionate, proud, valued and diverse workforce.	N/A		
10. Develop and agree service standards with residents.	BCP Homes Strategic Management Board	Medium	Bob Chedzoy	Dec 2024	Local communities shape the services that matter to them.	Transparency, Influence and Accountability Standard		

Housing Delivery								
Actions	Responsibility	Priority	Lead Officer	Target Date	BCP Corporate Strategy	Regulatory Consumer Standard	Progress Update	RAG Status
1. Recommence development at Templeman House, Leedham Road, Kinson to provide 27 flats to Passivhaus standards.	BCP Homes Strategic Management Board	Medium	Jonathan Thornton		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
2. Re-engage procurement market at appropriate time to ensure progression of development at Princess Road site, Westbourne to provide 119 new homes for rent, shared ownership, private rent and a 20-bed hostel.	BCP Homes Strategic Management Board	Medium	Jonathan Thornton		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
3. Complete construction at Cabbage Patch car park, St Stephens Road to provide 11 flats for rent built to Passivhaus standards.	BCP Homes Strategic Management Board	Medium	Jonathan Thornton		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
4. Progress development on Duck Lane, Bearcross to provide 12 flats for rent.	BCP Homes Strategic Management Board	Medium	Jonathan Thornton		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
5. Complete construction at Craven Court, Knyveton Road	BCP Homes Strategic	Medium	Jonathan Thornton		Good quality homes are accessible,	Safety and Quality Standard		

site to provide 24 flats built to Passivhus standards.	Management Board				sustainable and affordable for all.			
6. Commence construction of homes at Constitution Hill	BCP Homes Strategic Management Board	Medium	Jonathan Thornton		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
7. Commence construction of 2 new houses at Grants Close.	BCP Homes Strategic Management Board	Medium	Jonathan Thornton		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
8. Commence construction of 2 new houses at Rochester Road	BCP Homes Strategic Management Board	Medium	Jonathan Thornton		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
9. Commence construction of 2 new houses at Craigmoor Avenue.	BCP Homes Strategic Management Board	Medium	Jonathan Thornton		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
10. Commence construction of 2 new bungalows at Summers Avenue.	BCP Homes Strategic Management Board	Medium	Jonathan Thornton		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
11. Commence construction of 6 flats at Bingham Road.	BCP Homes Strategic Management Board	Medium	Jonathan Thornton		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
12. Complete the major works refurbishment of the Project Admiral tower blocks.	BCP Homes Strategic Management Board	High	Trevor Roffe		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
13. Achieve planning permission for a selection of small sites across Poole.	BCP Homes Strategic Management Board	Medium	Trevor Roffe		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
14. Complete the 2-stage procurement process and enter into	BCP Homes Strategic	Medium	Trevor Roffe		Good quality homes are accessible,	Safety and Quality Standard		

full D&B contract with the construction partner for the Hillbourne housing new build project.	Management Board				sustainable and affordable for all.			
15. Progress the development of the Egmont Rd site, Turlin Moor to provide 9 flats for rent	BCP Homes Strategic Management Board	Medium	Trevor Roffe		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
16. Progress feasibilities on at least 7 sites for Extra care housing and more specialist homes for those less independent.	BCP Homes Strategic Management Board	Medium	Jonathan Thornton		Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		

Asset Management								
Actions	Responsibility	Priority	Lead Officer	Target Date	BCP Corporate Strategy	Regulatory Consumer Standard	Progress Update	RAG Status
1. Bring forward a new 30-year asset management plan to include how we carry out retrofitting as set out in a Sustainability Strategy for Council Housing and meet national and local reductions in carbon emissions.	BCP Homes Strategic Management Board	Medium	Simon Percival	March 2025	Good quality homes are accessible, sustainable and affordable for all. Climate change is tackled through sustainable policies and practice.	Safety and Quality Standard		
2. Complete review of asset management policies, procedures and align across Bournemouth and Poole.	BCP Homes Strategic Management Board	High	Simon Percival	Sept 2024	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		

3. To develop a consistent approach to tackling damp and mould issues and progress actions as set out in the Housing Ombudsman spotlight report on damp and mould.	BCP Homes Strategic Management Board	High	Simon Percival	June 2024	Good quality homes are accessible, sustainable and affordable for all. High quality of life for all, where people can be active, healthy and independent	Safety and Quality Standard		
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Housing Management								
Actions	Responsibility	Priority	Lead Officer	Target Date	BCP Corporate Strategy	Regulatory Consumer Standard	Progress Update	RAG Status
1. To review the approach to resident engagement and bring forward a range of choices for all residents to be involved and have their say in how services are delivered.	BCP Homes Strategic Management Board	Medium	Bob Chedzoy	Sept 2024	Local communities shape the services that matter to them.	Transparency, Influence and Accountability Standard		
2. To complete the review of all housing management policies and ensure procedures are updated.	BCP Homes Strategic Management Board	Medium	Seamus Doran	Sept 2024	Providing accessible and inclusive services, showing care in our approach	Tenancy Standard		
3. To review the terms of the Tenancy Sustainment Board and work with colleagues across the council to agree a tenancy sustainment approach that demonstrates success through	BCP Homes Strategic Management Board	Medium	Kieren Johnson	Dec 2024	Those who need support receive it when and where they need it.	Tenancy Standard		

performance measures.								
4. To agree and align performance measures to ensure that tenants are supported to maintain their tenancies and evictions minimised to prevent homelessness	BCP Homes Strategic Management Board	Medium	Kieren Johnson	Dec 2024	Those who need support receive it when and where they need it.	Tenancy Standard		
5. To review the ASB procedure and performance indicators taking into account spotlight report from Housing Ombudsman.	BCP Homes Strategic Management Board	Medium	Seamus Doran	June 2024	Providing accessible and inclusive services, showing care in our approach	Neighbourhood and Community Standard		
6. Maintain regular contact with registered providers within the BCP area to share issues and good practice regarding housing management issues.	BCP Homes Strategic Management Board	Low	Seamus Doran	Dec 2024	Working closely with partners, removing barriers and empowering others.	Tenancy Standard		
7. Review the use of analogue emergency alarm equipment within sheltered and extra care housing to provide a short-term solution to digital switchover and informs a long-term strategy to digitalise service delivery that aligns with Adult Social Care TECS Strategy.	BCP Homes Strategic Management Board	High	Kieren Johnson	March 2025	High quality of life for all, where people can be active, healthy and independent.	Tenancy Standard		

8. Set out a strategic plan for existing sheltered and specialist housing incorporating the requirements of the specialist housing needs review, demand, asset information and views of residents.	BCP Homes Strategic Management Board	Medium	Kieren Johnson	March 2025	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
9. Develop a digital inclusion strategy across housing, incorporating support, communications, compliance, and maintenance.	BCP Homes Strategic Management Board	Medium	Kieren Johnson	March 2025	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
10. Ensure implementation of the new multi-agency panel and team structure for managing the approach to disabled adaptations.	BCP Homes Strategic Management Board	Medium	Kieren Johnson	Dec 2024	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
11. Ensure an effective approach to managing under occupation of council homes.	BCP Homes Strategic Management Board	Medium	Kieren Johnson	Dec 2024	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		

Property Maintenance								
Actions	Responsibility	Priority	Lead Officer	Target Date	BCP Corporate Strategy	Regulatory Consumer Standard	Progress Update	RAG Status
1. Undertake benchmarking to challenge performance	BCP Homes Strategic Management Board	Medium	Jenny Mauger	Dec 2024	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		

2. Review the options to align the provision of day-to-day maintenance.	BCP Homes Strategic Management Board	High	Simon Percival	June 2024	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard		
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Value for Money								
Actions	Responsibility	Priority	Lead Officer	Target Date	BCP Corporate Strategy	Regulatory Consumer Standard	Progress Update	RAG Status
1. To support the Council's Transformation Programme to deliver organisational change and smarter structures ensuring that customers are better understood and better served.	BCP Homes Strategic Management Board	Medium	Kelly Ansell	Mar 2025	Using our resources sustainably to support our ambitions.	Transparency, Influence and Accountability Standard		
2. Ensure effective and regular review of the Housing Revenue Account.	BCP Homes Strategic Management Board	High	Seamus Doran	June 2024	Using our resources sustainably to support our ambitions.	Safety and Quality Standard		
4. Develop an efficiency strategy for the HRA.	BCP Homes Strategic Management Board	Medium	Seamus Doran	Mar 2025	Using our resources sustainably to support our ambitions.	Safety and Quality Standard		
5. Produce commentary around the 30-year business plan that sets out priorities for the HRA.	BCP Homes Strategic Management Board	Medium	Seamus Doran	March 2025	Using our resources sustainably to support our ambitions.	Safety and Quality Standard		
6. Maximise income to the HRA	BCP Homes Strategic Management Board	Medium	Laura Trent	March 2025	Be an open, transparent and accountable council.	Transparency, Influence and Accountability Standard		