

Report subject	BCP Homes Tenant Satisfaction Measures and Housing Regulatory Compliance Update
Meeting date	16 July 2025
Status	Public Report
Executive summary	<p>As a Registered Provider (RP) of Social Housing, BCP Council has increased responsibilities under the Social Housing (Regulation) Act 2023.</p> <p>The Act provides greater powers, including inspections, to the Regulator of Social Housing to ensure that the outcomes for tenants as set out in revised regulatory consumer standards are delivered. It also ensures that tenant satisfaction is measured and reported annually through Tenant Satisfaction Measures, enabling tenants to see how well the council as their landlord is performing against other landlords who are also registered providers.</p> <p>For many of the measures the council is within or near to the top quartile of performance especially those related to repairs and maintenance. For 2024/25 overall satisfaction has increased to 81.2 per cent.</p> <p>The Housing Ombudsman has also been given enhanced powers through the Act to ensure that tenants have access to an effective complaints process when things go wrong and that landlords are held to account. Landlords have a legal duty to meet the standards set out in the Ombudsman's Complaint Handling Code which sets out best practice in effective complaint handling.</p> <p>The Act also sets out qualification requirements for senior housing managers to bring the profession more in line with others such as social workers and teachers.</p> <p>Other provisions within the Act ensured a review of the Decent Homes Standard and the introduction of Awaab's law to compel landlords to address damp and mould in their homes.</p> <p>Ensuring compliance with the requirements of the Act is challenging. This report sets out the council's responsibilities and progress in meeting these.</p>
Recommendations	It is RECOMMENDED that:

	<p>(a) Cabinet notes the content of this report.</p> <p>(b) Cabinet approves the Delivery Plan at appendix 2.</p>
Reason for recommendations	Councillors are responsible for ensuring that council services provided to tenants are managed effectively and that they deliver the outcomes of the regulatory consumer standards.
Portfolio Holder(s):	Councillor Kieron Wilson – Housing and Regulatory Services
Corporate Director	Glynn Barton – Chief Operations Officer
Report Authors	Kelly Deane, Director of Housing and Public Protection Seamus Doran – Head of BCP Homes
Wards	Council-wide
Classification	For Update

Background

BCP Homes

1. BCP Homes was formed in July 2022 following consultation with council tenants whose homes were being managed by the council or Poole Housing Partnership (PHP) and who were presented with options for the future management of the council's 10,000 homes. Tenants supported a single management model under BCP Council, PHP staff were transferred into the council and work commenced for harmonisation of the two services into one operating model.
2. Harmonisation of services under the new model has been time consuming due to the complex nature of the undertaking and the approach of ensuring that residents were consulted and involved as much as possible throughout the programme.
3. The vast majority of alignment work; policies, practice, staff structures, performance monitoring and systems is complete or in train. Key to this is the procurement of a new housing management system which will be delivered by Spring 2027.

Step Change Across the Housing Sector

4. Following the Grenfell Tower tragedy in 2017 which resulted in the deaths of 72 people, the government acted to make improvements to the safety of residents living in high-rise residential buildings across the country regardless of tenure.
5. The resulting [Building Safety Act 2022](#) introduced stricter regulations for design and construction to improve building safety particularly in relation to high-rise residential buildings. It also introduced clearer accountability for building owners, developers and duty holders and a new Building Safety Regulator.
6. The government also consulted and engaged with social housing residents across the country and in 2020 published [The charter for social housing residents: social housing white paper](#) setting out the actions that it would take to ensure that

residents in social housing are safe, are listened to, live in good quality homes and have access to redress when things go wrong. Other issues such as the death of Awaab Ishak, a toddler living in social housing, who died from prolonged exposure to mould in his family's home and the Housing Ombudsman's regular findings of severe maladministration across the sector, have increased the focus on the need to deliver improved standards.

7. The [Social Housing \(Regulation\) Act 2023](#) was the resulting legislation which drives the improvements required and introduced the following changes:
 - New and revised regulatory consumer standards.
 - Proactive regulation by the Regulator of Social Housing (Regulator).
 - New national Tenant Satisfaction Measures.
 - New professional qualification requirements.
 - Enhanced powers for the Housing Ombudsman.
 - A new Decent Homes Standard.
 - Awaab's law to compel landlords to address damp and mould in their homes.
8. Updates on compliance with the Decent Homes Standard and Awaab's law will continue to be provided through the annual Housing and Property Compliance Update (Housing Revenue Account) which was last provided to Cabinet on the 10 December 2024. This report provides an update on the other changes.
9. While the changes in regulation focus only on outcomes for tenants, these also benefit other residents including the council's leaseholders.

New and Revised Regulatory Consumer standards

10. Regulatory consumer standards had previously existed, but these have been updated to provide greater emphasis on safety of homes and how well landlords listen to tenants and act on their concerns. The new standards introduced from April 2024 are set out below:
 - (a) **Safety and Quality standard** – to ensure that landlords have good stock information that informs their repairs and maintenance service, meet the decent homes standard, ensure the health and safety in the home and communal areas, provide an efficient, effective and timely repairs service and assist tenants with adaptations.
 - (b) **Transparency, Influence and Accountability standard** – to ensure that residents are treated with fairness, have fair access to services, residents' views are considered in decision making, information on services is provided to residents to enable them to understand what to expect, provide performance information to residents to enable scrutiny and ensure complaints are handled fairly and effectively.
 - (c) **Neighbourhood and Community standard** – ensures maintenance of shared spaces, cooperation with local partners to promote wellbeing, tackling ASB and providing safer neighbourhoods, dealing with domestic abuse effectively.

- (d) **Tenancy Standard** – ensures homes are let in a fair and transparent way, support to maintain tenancies, appropriate tenancies or other terms of occupation, support to carry out mutual exchanges.

11. The Regulator also has a set of economic standards. Only the Rent Standard within these applies to local authorities. This sets the required outcomes for how social landlords set and increase rents for all their social housing stock in line with government policy as outlined in the [Policy statement on rents for social housing](#).

Proactive regulation by the Regulator of Social Housing

12. The Regulator has always adopted a co-regulatory approach and this has not changed. Councillors are responsible for ensuring that council services provided to tenants are managed effectively and that they deliver the outcomes of the regulatory consumer standards.
13. As part of the new regulatory framework the council must provide the Regulator with the following annual returns.
- Local Authority Data return (since 2019-20) - to ensure compliance with the Rent Standard.
 - Tenant Satisfaction Measures (TSM) return (since 2023-24).
 - Fire Safety Remediation Survey (FRS) (since 2023-24)
14. There are also annual engagement meetings with the Regulator which take place with the Director of Housing and Public Protection.
15. The council is responsible for providing evidence to the Regulator when asked to do so, that demonstrates that it is delivering the outcomes of the standards. It must be open and transparent and inform the Regulator in a timely way about any material issues that might result in their failure to deliver the outcomes of our standards, i.e., self-referral. Individuals and other organisations may also make a referral where a landlord is not delivering the outcomes of the standards.
16. The council has made self-referrals to the Regulator on three previous occasions over the last 5 years as a result of failing to meet the outcomes set out in the Safety and Quality standard. On each occasion the Regulator has been satisfied with the information provided and the steps taken in a timely manner to remedy the failures. No further action was taken.
17. Previously where there was a failure to meet the outcomes the Regulator could only act where there was a risk of tenants suffering serious harm. This “serious detriment” test has now been removed, and the Regulator is now able to investigate and act where there is evidence of any failures in delivering the outcomes of the consumer standards.
18. The Regulator will use inspections to help determine how well a landlord is delivering the outcomes of the standards including transparency with and accountability to tenants. It will consider a range of factors when deciding which landlords to inspect at any given time, this includes considering any risks that they are concerned about. For most a programmed inspection will be undertaken every four years - although this may be sooner if there are particular risks. The council has not yet received notification of an inspection but can expect for this to take place before March 2028.

19. Following an inspection landlords will be provided with one of the following regulatory judgements:
- C1 – consumer standards are fully met.
 - C2 – while meeting most consumer standards there are some weaknesses that require improvement.
 - C3 – There are serious failings in delivering the consumer standards and significant improvement is needed.
 - C4 – Very serious failings in delivering the consumer standards.
20. These judgements can also be provided following responsive engagement as a result of a self-referral or referral from another organisation or individual.
21. Where landlord is not demonstrating enough improvement, the Regulator can use its powers which include performance improvement plans, enforcement notices and unlimited fines.
22. It is BCP Homes' aim to demonstrate a C1 rating and our work over the next nine months will be focused with this in mind.
23. Landlords will normally be provided with six weeks' notice of an inspection which will also set out the scope.
24. In order to support assurance that the outcomes of the standards are met, it is good practice to undertake self-assessments against these to identify gaps and implement any remedial actions required. This will help support any inspection and the need for any self-referrals.

BCP Homes Self-Assessment and Delivery Plan

25. In August 2024, the council commissioned external consultants, Housing Quality Network (HQN), to review its self-assessment and provide recommendations on gaps and areas where further improvement was required. HQN provided their feedback to officers and the BCP Homes Advisory Board during February and March 2025.
26. The feedback included a reminder of what the Regulator expects:
- Compliance with meeting the outcomes of the standards.
 - Assurance including robust performance and compliance information and data, internal and third-party assurance and that councillors are receiving timely, comprehensive information.
 - Evidence that the council is acting on the tenants voice
 - That the outcomes for tenants are safe homes, quality services and value for money.
 - Where we do not comply, an action plan to put things right.
27. HQN's findings against the standards reflect the journey that BCP Homes is on as a landlord and set against the four standards, they found that;

Safety and Quality Standard – “You will be able to provide the level of assurance we expect the Regulator will be seeking to confirm compliance with this standard”.

Transparency, Influence and Accountability – “You may not be able to provide the level of assurance we expect the Regulator will be seeking to confirm

compliance with this standard, but continuing with your planned actions and improving governance could see you achieve compliance soon”.

Neighbourhood and Community – “You may be able to provide the level of assurance we expect the Regulator will be seeking to confirm compliance with this standard”.

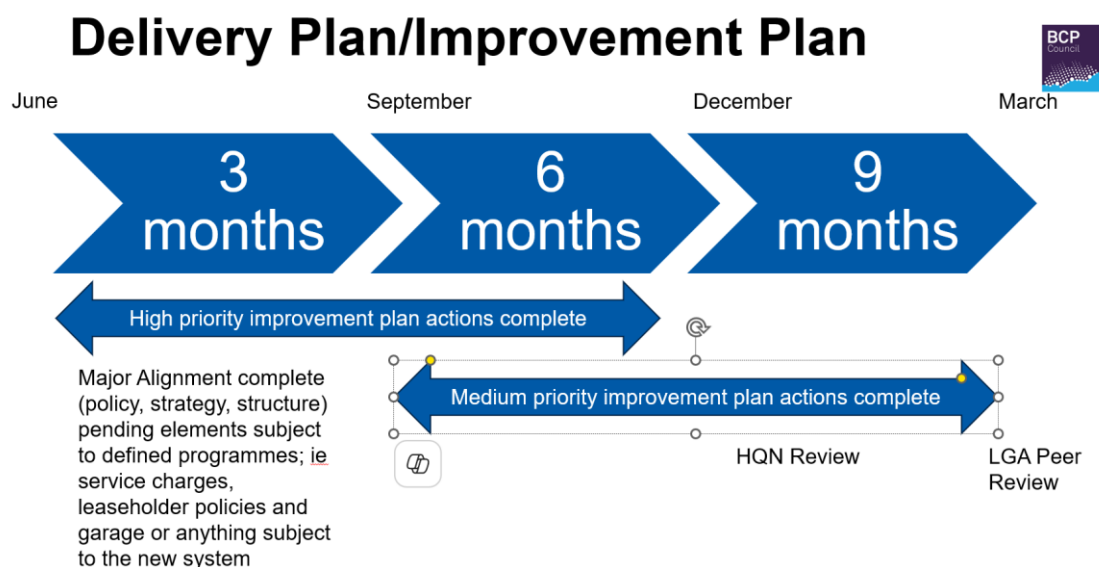
Tenancy Standard – “You will be able to provide the level of assurance we expect the Regulator will be seeking to confirm compliance with this standard”.

28. It should be noted that the HQN review was a deep dive analysis of compliance against the regulatory standards and was not a mock inspection.
29. Further details on the HQN findings including key observations and areas for improvement can be found at appendix 1. In summary, the key improvement areas to address are:
 - Improve corporate ownership, direction and oversight
 - Develop a longer-term strategic plan
 - Increase the pace of alignment including finalising policies and procedures and creating a new action plan
 - Demonstrate the outcomes achieved for tenants following the large consultation exercise carried out in 2021 on the proposed changes to the housing service.
 - Establish clearer governance in order to evidence control, oversight and assurance and increase awareness at an executive level of the good work that is taking place on the ground.
 - Governance model to show where decisions are made, risks managed and where tenants’ voices have an impact.
 - Complete a fully costed and funded asset management strategy.
 - Complete and consult on service standards and resident involvement strategy.
 - Review the aids and adaptations policy, budget and service
 - Collect household information so that the council is aware of and able to respond to diverse needs.
 - Continue to ensure that complaints management is fully compliant with the Housing Ombudsman Complaint Handling Code.
 - Provide evidence of beneficial outcomes for tenants.
 - Update the self-assessments against the consumer standards to provide clearer and more precise evidence of outcomes.

HRA Delivery Plan

30. Positively, there are no areas for improvement within the HQN findings which are not already in train, reflecting the significant amount of work within the BCP Homes space and the pace of the changes and improvements underway. However, there are fundamental elements which must be completed urgently - and it is with this in mind that a review of alignment and harmonisation requirements and the findings of

the HQN review has been completed. BCP Homes are now working to an ambitious Delivery Plan, the steps of which are illustrated here;



31. The recommendations from the self-assessment and HQN review have been included in the Annual HRA Delivery Plan which is attached at appendix 2. This includes a number of key programmes which form the basis of a complex and challenging plan for the 25/26 year. Key themes are;

- Compliance
- Developing a greater understanding of our stock condition
- Reviewing our adaptations service
- Completion of alignment programme
- Implementation of new IT system
- Improvement of performance and management data leading to greater assurance
- Delivery of an Asset Management Strategy
- Delivery of a refreshed 30 Year HRA Business Plan
- Investment programme to achieve EPC C by 2030
- Commencing development of transformation and efficiency plans
- Making best use of stock through strategic asset management, pursuing under occupation plans and redesignating stock as required
- Improving our voids performance and lettings processes
- Delivering a neighbourhood management plan including regular inspections, resident involvement and improvements to our neighbourhoods
- Review of service charges, garage rents and leaseholder policies
- Delivery of an ASB Improvement Plan

- Continuing to improve complaints handling and ensuring that we learn from complaints
 - Preparation for Inspection by the Social Housing Regulator and delivery of improvements required to demonstrate compliance
 - Developing a greater understanding of our residents, their needs and their priorities
 - Delivering a Resident Engagement and Communication Strategy
 - Deliver a new resident engagement platform
 - Develop a 5 Year Strategic Plan for BCP Homes
32. Updates will be provided to Cabinet on a quarterly basis with key strategies and decisions being taken by Cabinet and/or full Council as required.

Governance Review

31. A key area to consider within the HQN feedback has been the governance arrangements in place for BCP Homes. The current structure was implemented prior to the new regulatory requirements going live. Therefore, an independent review of governance has been commissioned, and it is expected that the recommendations from this will be available early in July. These will set out how councillors can have greater oversight of the council's responsibilities for managing the housing stock and ensuring that tenants are involved in decision making.

New National Tenant Satisfaction Measures (TSM)

33. The Regulator has set the requirement within the Transparency, Influence and Accountability standard for landlords to collect and provide information to support effective scrutiny by their tenants of their performance in managing their homes and neighbourhoods.
34. Landlords must report annually their performance against 22 separate TSM's as set out by the Regulator.
35. Information for 12 of the TSM's must be collected through a perception survey of tenants which measures levels of satisfaction in key areas.
36. Information for 10 of the measures must be collected from providers own management information relating to safety in homes, repairs, complaints and anti-social behaviour.
37. Results for the TSM's for 2023/24 and 2024/25 are set out in appendix 3 along with the bottom quartile, national median and top quartile scores for 2023/24. National scores for 2024/25 will not be available from the Regulator until later this year.
38. Previously the perception survey was carried out annually by the council, but this will now be undertaken quarterly to provide more timely and actionable insights. The annual survey provided delayed feedback making it more difficult to address issues promptly. A quarterly perception survey will provide a more frequent insight on satisfaction.
39. Overall satisfaction with the council as a landlord was 77.7% in 2023/24 slightly below the top quartile. For 2024/25 overall satisfaction has increased to 81.2%.
40. The scores for 2023/24 show that for several measures the council is within the top quartile for performance in relation to repairs and safety in the home for 2023/24.

Satisfaction has fallen slightly for 2024/25 but remains high despite the significant volume of work undertaken to align the repairs service and property compliance programmes during 2024/25. Any risk that this would have significantly impacted satisfaction has been successfully mitigated.

41. Satisfaction with complaint handling is low across the housing sector but the results demonstrate a significant increase in satisfaction levels amongst our tenants for 2024/25. Recording and monitoring of complaints has been aligned, and additional resources will be put in place to ensure further improvements.
42. Satisfaction with the approach to handling anti-social behaviour (ASB) is also low nationally and there has been a small increase in satisfaction levels amongst our tenants. Additional staff have been made available to help manage ASB and an improvement plan is being finalised.
43. There have been significant improvements in the performance against the Building Safety measures including gas safety and electrical safety inspections. Alongside the annual reporting to Cabinet, quarterly reports on building safety performance are provided to the BCP Homes Advisory Board.
44. Landlords must use the specific description for each question relating to satisfaction as set out by the Regulator. However, they may ask additional questions that meet their own requirements. Additional information is always sought where satisfaction levels are low to provide further insight. In 2024/25 the council also asked the following questions after consultation with involved residents:
 - To what extent do you agree or disagree that you are able to keep your home comfortably warm?
Agree – 73%
Disagree – 17%
 - How would you like to receive information about our services?
Phone – 22%
Letter – 59%
E-mail – 40%
Social media – 5%
Website – 10%
 - How satisfied or dissatisfied are you with your opportunity to get involved with BCP Homes?
Satisfied – 67%
Dissatisfied – 8%
45. The information obtained from the TSM's not only enables comparison with other landlords, but it also provides an opportunity to obtain valuable insight to help improve the delivery of services to tenants and other residents.

New Professional Qualification requirements

46. The Act has also set qualification requirements for social housing managers to bring the profession more in line with others such as social workers and teachers. All

senior social housing executives and managers will be required to have or be working towards an appropriate level housing management qualification:

- Senior Housing Executives will be expected to have a qualification that is not greater than a level 5 qualification. This would include a Diploma of Higher Education (HND) or a Foundation degree.
 - Senior Housing Managers will be expected to have a qualification that is not greater than a level 4 qualification. This would include a Certificate of Higher Education. To put this into perspective A levels are a level 3 qualification.
47. There will need to be clarity on the position with existing qualifications, particularly those obtained several years ago. There will be a transition period during which those who hold a qualification that partially covers the course content criteria must complete additional accredited training or accredited continuing professional development modules to cover the remaining criteria. The transitional arrangements will only apply to qualifications completed by the end of the transition period.
48. In addition to this, landlords will need to have a written policy on managing and developing staff behaviours, skills and experience needed to provide good quality services. This includes:
- Ensuring that staff sign up and adhere to an appropriate code of ethics and values.
 - Membership of appropriate professional bodies.
 - A clear and up to date workforce strategy that addresses continuing professional development, performance management and supervision.
49. Front line staff, for example housing officers, are not expected to have a mandatory qualification. However, the broader requirements of the standard will apply to all.
50. The consultation on the proposals have closed and the Ministry of Housing, Communities and Local Government will provide direction to the Regulator to set a new standard on the competence and conduct of staff. The government response to the consultation will be published which will set out the position on transition periods and qualification criteria. Following the government direction, the Regulator will need to consult on the standard before it can come into effect.

Enhanced powers for the Housing Ombudsman

51. The Housing Ombudsman has greater powers to ensure that landlords respond to and handle complaints effectively. Compliance with its complaint handling code is now a statutory requirement and the Ombudsman has the powers not only to investigate individual complaints but to also require landlords to review policies or procedures to prevent repeat failures. It can also issue complaint handling orders to ensure that landlords complaint handling processes are accessible, consistent and enable the timely progression of complaints.
52. Its role extends to looking at the complaints that it receives from residents across the whole housing sector and providing spotlight reports relating to service areas such as damp and mould and anti-social behaviour. These reports will highlight the issues that have led to poor service delivery and complaints as well as good practice recommendations to ensure improvement. Self-assessment by landlords against the recommendations is expected with subsequent implementation of improvements.

53. The council is required to complete an annual self-assessment against the Complaint Handling Code and publish this on its website. It is also required to provide Cabinet with an Annual Complaints Performance and Service Improvement Report. This is to be provided to Cabinet on the 1 October 2025.

Options Appraisal

54. Councillors should be aware of their responsibilities to ensure compliance with the regulatory consumer standards and the requirements of the Housing Ombudsman's Complaint Handling Code.
55. An independent review of the governance arrangements to ensure that councillors have sufficient oversight and assurance is being undertaken. This will take into consideration the role of the BCP Homes Advisory Board, councillors and resident groups.

Summary of financial implications

56. The need to meet regulatory requirements necessitates additional resources for staff. This has been addressed through the Housing Revenue Account Budget Setting report from a staffing perspective for 2025/26 where an additional £615,000 was made available. The long-term investment requirements for the Council are to be set out in the new Housing Revenue Account Business Plan which will report to Cabinet in October 2025.

Summary of legal implications

57. There are no specific legal implications associated with this report. It sets out the requirements of the Social Housing (Regulation) Act 2023 and the steps the council is taking to meet those requirements. Appropriate legal advice will be sought if clarity is required on an issue or where changes to policies are required.

Summary of human resources implications

58. As set out above there will be a need to recruit additional staff to enable the council to meet its new legal and regulatory requirements. This has been included in the Housing Revenue Account budget for 2025/26. There will also be implications for staff training once a new standard relating to conduct and competency has been agreed.

Summary of sustainability impact

59. The requirements of a new Decent Homes standard may include measures relating to minimum energy efficiency standards potentially reducing the carbon emissions of the housing stock.

Summary of public health implications

60. The new consumer standards focus on the safety of homes, listening to tenants and acting on their concerns. Ensuring the safety of council homes and meeting the requirements of a new Decent Homes standard will contribute to the physical health of tenants. Meeting the broader requirements to listen to residents and acting on their concerns to design services will also support wellbeing.

Summary of equality implications

61. There are no equality implications associated with this report. However, the consumer standards require landlords to understand their tenants needs and provide services that provide fair and equitable outcomes.

Summary of risk assessment

62. Councillors are responsible for ensuring that the council delivers the outcomes of the consumer standards when providing services to tenants. They should have assurance that the standards are being met and that actions are in place to deal with any gaps.
63. Failure to meet the new regulatory and legal requirements can result in enforcement action and damage to the council's reputation through poor regulatory judgements or inspection outcomes. The Regulator can take further regulatory action to address non-compliance through unlimited fines.

Background papers

Housing and Property Compliance Update (Housing Revenue Account) ([Public Pack](#))
[Agenda Document for Cabinet, 10/12/2024](#)

Regulator of Social Housing - [Reshaping consumer regulation: Our new approach](#)
[Tenant Satisfaction Measures](#)

Appendices

Appendix 1 – HQN Summary of Findings

Appendix 2 – HRA Delivery Plan

Appendix 3 – Summary of Tenant Satisfaction Measures BCP Homes