HRA Delivery Plan

This Delivery Plan sets out the key actions for the Housing Revenue Account (HRA) for 2025/26. 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 heathy, 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. It also provides actions following feedback from a self-assessment against the 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	1 – 6 months
Medium	7 – 9 months
Low	10 – 12 months

Property compliance and maintenance												
Actions	Driver	Priority	Lead Officer	BCP Corporate Strategy	Regulatory Consumer Standard	Key Activities	Owner	Start Date	End Date	Progress Update	Link to evidence	RAG Status
PC1. Develop compliance policies for all "big six" areas. Ensure they are signed off and rolled out.	HQN Improvement Plan (P1)	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	1. Complete Big 6 Management Plans.	SP	Jan 25	June-25	10/6 -All 6 now in draft. In need of formatting. SP to instruct this work with completion within 2 weeks.	Copy of all 6 Management Plans	
						2. Complete sign off Process for Management Plans with MR.	SP/MR	June 25	June 25	10/6 - Once re-formatted SP to complete sign off process with Ops Director MR	Copy of sign off.	
						3. External validation that management plans meet desired outcomes and meet all statutory requirements. Plan to agree which external validation route we use for each plan. .	SP	June 25	June 25	10/6 It has been agreed that we will use Corgi Consultancy services to external validate all plans except lifts as already completed. SP to arrange this work.	Copy of correspondence with Corgi and dates arranged for Corgi assurance checks.	
						3a. Undertake external validation and agree any amendments required.	SP	June 25	July 25	10/6 Lifts – Completed by Calford Seadon. Corgi Technical Services are being commissioned to undertake the remaining five plans	Copy of Canford Seadon report. Corgi Gas audits to be added when completed	
						4. Communication to all staff.	SP	Aug 25	Aug 25	10/6 Planned for Aug once all plans have been validated by Corgi	Copy of communication record.	
						5. Undertake internal assurance plan of Management Plans and agree process for regular review.	SP	Nov 25	Nov 25	10/6 This will be undertaken once the new Compliance Manager is recruited. This will be an Assurance test that will validate all processes and procedures are being undertaken in line with the plans		
PC2. Finalise the damp and mould dashboard; implement regular reporting to accountable senior officers and members on all H&S and decency issues; ensure robust records are taken to demonstrate oversight and show the follow up actions.	HQN Improvement Plan (P2)	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	1. Complete D&M Project	Simon Percival	Jan 25	Jun-25	10/6 Initial scope of project is complete. We have extended the project to meet expectations as set out in the Gov consultation to supply a written report to the resident, however the detail of content for this report has not yet been finalised by government and is expected to be detailed within Awaabs Law once published. Our initial work is based on the consultation document content and will be completed in June. We will then hold the project as suspended until publication of the Aswaabs Law to ensure that all processes and procedures align and	Link to the D&M Project documentation	

						Action	Owner	Start	Target	Update	Evidence	RAG
										we meet all elements of the Act.		🟩
						2. Agree reporting Governance process with regards to reporting.	Simon Percival	June 25	July-25	10/6 All reporting is available and currently issued to Advisory board quarterly and Cabinet 6 monthly. As part of the Governance review, which is part of this Improvement plan, governance reporting will be updated once recommendations are confirmed and approved.		🟩
						3. Reporting Dashboard finalised (Reactive).	Simon Percival	April 25	Jun-25	10/6 Dashboard is live and working. This will now move to BAU for further refinements to meet business needs.	Link to dashboard	🟦
						4. Demonstrate compliance with housing Ombudsman spotlight report on damp and mould.	SP	July 25	Oct 25			
PC3. D&M Use data to understand distribution of damp and mould cases by age/archetype/location of property. Use this analysis to predict high risk homes. Align with household information/data.	HQN Improvement Plan (P3)	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	1. Agree framework for Pro-active management of D&M reporting and Asset Management modelling	TR	Aug 25	Aug 25-25	10/6 Proposal being produced to develop existing Power BI report to overlay stock condition information to capture any trends		🟩
						2. Start modelling for D&M proactive approach	TR	Sept 25	Sept-25			
						3. Work with Carbon Reduction Team to include Fuel Poverty and Health information	TR	June 25	Review Dec 25	10/6 BCP Homes are in communication with BCP Carbon Reduction Team. Initial meetings have identified actions and a BCP Action Plan is being created by the Carbon Team	Slides Carbon reduction Link to corporate dashboard (Cllr Hadley has presentations returns from leave 22/6/25)	🟩
						4. Mobysoft - Repair Sence - approve the data protection document for mobysoft and instruct to undertake sample trial	SB	April 25	April-25	10/6 All data protection approvals completed. Test data for 12 months issued to Mobysoft and outcomes meeting scheduled with Mobysoft May 25	Copy of Mobysoft outcome slides required	🟦
						5.Mobysoft - Review sample trial outcome	SB	May 25	May-25	10/6 First analysis completed, and HO FM and Property briefed May 25		🟦
						6. Mobysoft - Second analysis outcome		May 25	June-25	10/6 Test data outcomes shared from mobysoft and Business case supplied	Copy of Business Case and Contract proposal from Mobysoft	🟦
						7. Mobysoft - Decision to onboard or not		June 25	Jul-25	10/6 Business case complete. KD,MR approved procurement. Procurement route has yet to be confirmed. IT have currently paused all new AI software. Meeting scheduled for 23rd June to discuss this with the IT		🟥

										Director if this could be exempt from the pause.		🟥
PC4. Provide greater clarity about hazards (cat one and cat two).	HQN Improvement Plan (P6)	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	1. Create new Priority for Cat1 and Cat 2 repairs raised to enable governance reporting of live, outstanding and completed Cat1 and Cat2 hazards.	TR	April 25	Aug-25	10/6 New SOR`s have been created for Cat 1&2 works. This SOR will be used for all new works raised that are Cat1 / 2 and this will then allow for a full reporting suite to be designed and reported.		🟦
						2. Create Power Bi reporting platform within Repairs Power BI to report Cat1 and Cat2 performance.	TR/MB	Aug 25	Oct -25	10/6 This is planned into the Power Bi workstreams for development.		🟩
						3.Review Cat 2's on Keystone to establish which are live and which completed. Once review complete clear any outstanding.	TR	Aug 25	Oct -25	10/6 Currently the Asset team are focused on the creation of our new AMS and enhanced stock condition surveys. Data analytical work is required to identify outstanding C2's.		🟩
PC5. Improve quality control - introduce sample of post inspections	HQN Improvement Plan (P11)	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	1. Design a framework/methodology for Quality Inspections both Post and in progress.	Simon Percival JM	July 25	Sep -25	10/6 10/6 Planned works process map underway and requires post inspection method to be developed		🟩
						2. Review methodology for recording and storing this data	Simon Percival JM	July 25	Sep-25	10/6 Existing Power BI report can show post inspection that have been completed and that that have been closed, just requires refining to show work programmes		🟩
						3. Mobilise new Framework to operational teams	Simon Percival	Aug 25	Sep-25			
						4. Build Power bi reporting dashboard for post inspections.	Simon Percival	June 25	July 25	10/6 Power Bi for live inspections complete. Needs completed survey field as currently only showing live surveys. Bracy Stroud working to have completed by end of June for test.	Link to Power BI Inspections	🟩
PC6. 10. Complete a full-service review of adaptations - use HQN toolkit, develop a service improvement plan; set timelines for completion of tasks; introduce performance monitoring of major and minor A&A (including outcomes for customers) and effective business planning. Develop a comprehensive performance framework.	HQN Improvement Plan (P15)	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	Undertake review of HQN toolkit and relate current service provision to that suggested within toolkit to create an improvement plan Improvements identified are broken down under the headings below with target date for completion.	Simon Percival	March 25	Sep-25	10/6 HQN Toolkit appraisal complete, broken down into the sections below. Helen Crush working through the action plan	Link to A&A project plan	🟦
						1. Advertising and promoting the adaptations service	Simon Percival	March 25	Sep-25	10/6 On target for completion	Link to A&A project plan	🟩
						2. Responding to initial enquiries	Simon Percival	March 25	Sep-25	10/6 On target for completion	Link to A&A project plan	🟩
						3. Carrying out assessments	Simon Percival	March 25	Sep-25	10/6 On target for completion	Link to A&A project plan	🟩
						4. How aids and adaptations work is approved and commissioned	Simon Percival	March 25	Sep-25	10/6 On target for completion	Link to A&A project plan	🟩

						Action	Who	Start	Due	Update	Link	RAG
						5. working in partnership with social housing landlords	Simon Percival	March 25	Sep-25	10/6 On target for completion	Link to A&A project plan	🟩
						6. monitoring performance management and quality control.	Simon Percival	March 25	Sep-25	10/6 On target for completion	Link to A&A project plan	🟩
						7. letting adapted housing	Simon Percival	March 25	Sep-25	10/6 On target for completion	Link to A&A project plan	🟩
PC7. Complete alignment of the repairs service.	Efficiency and consistency	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	1. Phase 2 of restructure. To include HO Client Services, Performance, Business Improvement, Asset Management, Commercial Management and alignment of Repairs Surveyors	SB	Jan 25	Sept 25	10/6 - Phase 2 re-structure has been approved by Directors. JD's are complete and awaiting final evaluation. Adverts due late June along with Comms to staff.	Link to Phase 2 Client Services Re-structure	🟩
						2. Consolidate budget reporting for delivery of a repairs and maintenance service and provide access and training for relevant staff.	SP JM	Oct-25	Sept 25	10/6 Consolidation of Budgets is completed and live for 25/26 financial year with both neighbourhoods now aligned to one set of budgets which has also included streamlining of budget account codes. Financial reporting Power Bi is awaiting Finance		🟧
						3. Review and develop staff training materials for raising and tracking of raised jobs.	SP	April 25	Sept 25	10/6 R&V Service manager owns responsibility for the repairs service. Management of performance is through Repairs Power BI platform. Current review being undertaken as part of Phase 2 restructure		🟩
						4. Complete performance dashboards for all areas of planned and responsive repairs	SP JM	April 25	Sept 25	10/6 Repairs, D&M, Voids, Prog Repairs completed. Compliance and Planned Power BI currently being designed/enhanced	Links to dash boards	🟩
PC8. Review compliance with the Fire Safety Act 2021 and share information with residents in the role that they play in emergencies.	Compliance	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	1. Information on how to report a fire is provided to residents.	PL	April 25	Jun-25	10/6 1. Fire evacuation notices provided on all front doors of flats. 2. Fire safety information on council website for residents. Fire safety in council homes	BCP 3. All new tenants receive fire safety information when signing up.		🟩
						2. Reminder of the fire evacuation strategy for the building to be sent to residents.	PL	May 25	Aug 25	10/6 Proposal that this will be part of the information sent out to residents picking up several actions in the area		🟩
						3. Confirm any other instructions that tells residents what they must do once a fire has occurred based on the building's evacuation strategy.	PL	May 25	Aug 25	10/6 Proposal that this will be part of the information sent out to residents picking up several actions in the area		🟩

						4. Ensure instructions are clearly displayed in communal areas.	PL	May 25	Sep 25	10/6 Signage audit of common areas underway	
						5. Provide information annually to residents.	PL	May 25	Oct 25	10/6 Require coordination with Housing Management and annual information to residents via home news Annual report etc	
						6. Ensure that all instructions are understood by all residents.	PL	May 25	Oct 25	10/6 To ensure information available can be understood in most common languages, Phil L to review	
PC9. Continue to provide assurance on property health and safety compliance data and performance, ensuring that all legislative, regulatory and audit requirements are met.	Compliance	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	1. Ensure awareness of all data, where it is held and in what format.	SP	Jan 25	April 25	10/6 Currently, Electric and gas Safety information and programme is driven from within NEC system. Water Quality is also driven from within the same system. Fire Safety work is held within `Safety Culture` both FRA`s and FRA remedial actions are reported from this single system. Asbestos information is held within Keystone Asset Management System and Lift Safety LOLER inspections are held within a single schedule that is monitored through single technical administration team	
						2. Centralise performance data in one place.		Jan 25	April 25	10/6 Performance Team now fully control the creation of all property related KPI's. Monthly performance meetings are in place to discuss outcomes and supply relevant commentary for governance.	Link to compliance kpi's monthly. Link to Performance report Advisory Board
						3. Improve recording of data to enable it to be kept on systems and reported from there.	SP	July 25	April 27	10/6 All reporting is now created from one core operational system NEC with the exception Fire Safety, Lifts, Asbestos. These three are currently reported from separate systems due to practicality of alignment to one system as this will be resolved as part of the new HMS project	Link to HMS project plan
						4. Management plans in place for all areas of compliance.		Aug 25	Aug 25	Covered in PC1	Refer to PC1

Asset Management												
Actions	Driver	Priority	Lead Officer	BCP Corporate Strategy	Regulatory Consumer Standard	Key Activities	Owner	Start Date	End Date	Progress Update	Link to evidence	RAG Status
AM1. Improve Quality and robustness of stock data, consolidating data and reconcile data issues Poole/Bournemouth	HQN Improvement Plan (P4)	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	1. Analysis of asset date to be undertaken as part of work to develop asset management strategy.	Simon Percival	May-25	Jul-25	10/6 Working toward July completion through consultant assisting to prepare new AMS. Two weekly update meetings have been undertaken since April.. Key issue is the data within the two Keystone existing systems is in different formats hence work is being undertaken to align through data downloads which is taking considerable time.	Project plan updates	
						2. Integration of Keystone data from Keystone systems will be part of the implementation of NEC. Undertake review of current hierarchy and consolidate both neighbourhoods.	Simon Percival	Sep-25	Apr-26	10/6 This is part of the implementation of the new NEC Housing Management system which incorporates Asset Management	Link to New NEC Project	
AM2. Improve data validation on stock surveys	HQN Improvement Plan (P5)	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	1. As part of the re-alignment work enhanced stock condition programme is underway with a target that all properties will be in a 5-year programme.	Simon Percival	Oct-25	Dec-25	10/6 – 65% of stock now within 5-year programme. Enhance programme continues. Monthly reporting from July 25. Target is that all properties with a stock condition survey over 5 years will have had access attempted by Oct 25. Current forecast is by Oct 80% of our properties will have a stock condition survey within 5 years old. Nov to March 26 will then focus on no access properties.	Link to performance KPI for stock cons	
						2. Monitor progress of enhanced Stock condition programme through monthly reporting	Simon Percival	Oct-25	March 26	10/6 Monthly reporting from July 25. Please see above	Link to performance KPI for stock condition surveys	
						3. Consultants HQN will undertake a review of stock data quality as part of creation of a AMS.	Simon Percival	May-25	Jul-25	10/6 As indicated above the key risk is extraction of the data and re-formatting into the same format due to the structure of the legacy keystone systems being set up differently.		
AM3. Develop an asset management strategy (engage and consult, adopt, implement and monitor) derived from the most recent data from the stock condition survey.	Long term viability of HRA HQN Improvement Plan (P7)	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all. Climate change is tackled through sustainable policies and practice.	Safety and Quality Standard	1. Complete programme of stock condition surveys to understand planned maintenance requirements.	Tom Richer		Oct-25	10/6 – 65% of stock now within 5-year programme. Enhance programme continues. Monthly reporting from July 25. Target is that all properties with a stock condition survey over 5 years will have had access attempted by Oct 25. Current forecast		

									Milestone	Owner	Start	End	Update	Status	
													is by Oct 80% of our properties will have a stock condition survey within 5 years old. Nov to March 26 will then focus on the remaining 20% no access properties.		🟧
									2. Initial sessions to start off the project, identify the key issues and strategic direction for the council, agree the approach and identify the data and information that is needed and what is available: • Strategic asset management session • AMS development session(s).	Simon Percival	April-25	May-25	10/6 External support in place to assist in development of strategy.	Complete	🟦
									3. Stock condition data analysis- • Review and analysis of stock condition database - archetypes, construction types, age profiles etc. Identification of anomalous properties/types (non-traditional construction/similar) • Identification of gaps in the data structure to clarify stock profiles and data • Develop clear stock profile by age, archetype, property type etc • Identify/clarify volumes of non-traditional properties, sheltered schemes etc • Energy performance data analysis • Wider key gap assessment and analysis • Analysis and evaluation of predicted revenue and capital spend for future investments by work stream and key investment heading • Assess NPV profile of stock -feed into the asset management strategy headline financial and project delivery information HRA business plan alignment exercise.	Simon Percival	May-25	July 25	10/6 As previously indicated in AM2 risk is extraction of data. Progress is continuing currently 3 weeks behind programme.		🟧
									4. Wider stakeholder and resident consultation to assess customer and stakeholder key priorities for the strategy Site visits to key developments, archetypes, properties, estates etc.	Simon Percival	Jul-25	Jul-25	10/6 Consultation questions have been issued as part of TSM's (June). Sessions will then move to Resident Homes Group.		🟩
									5. First draft of AMS to reflect the: • Strategic asset management and AMS development sessions • Review and analysis of stock data and stock condition database • Ensure alignment with HRA and linkages to all other relevant key corporate strategies, policies and procedures etc	Simon Percival	Aug-25	Aug-25			🟩
									Complete second draft of asset management strategy.	Simon Percival	Sep-25	Sep-25			🟩

						Action	Owner	Start	End	Update	Notes	Status
						6. Presentation and discussion of AMS/Finalising AMS.	Simon Percival	Sep-25	Sep-25			🟩
						7. Final Version of AMS sign off and mobilisation	Simon Percival	Sep-25	Sep-25			🟩
						8. Communicate New BCP AMS	Simon Percival	Sep-25	Sep-25			🟩
						9. 1 Year review of new AMS	Simon Percival	Sep-26	Sep-26			🟩
AM4. Ensure the AMS is fully costed and funded and included in the HRA business plan	Long term viability of HRA HQN Improvement Plan (P8)	Medium	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard	1. When work is concluded and the 1st draft of the new AMS is available arrange meeting with Housing Finance to scope 30year BP options.	Simon PercivalS Brookes	Aug-25	Aug-25	10/6 Finance colleagues are engaged and external specialism from Housing Finance Associates scheduled for Aug 25 once the AMS data extraction is analysed and completed for the next 30 yr investment requirements.		🟩
						2. Meet with Director and Portfolio leader to review 5 and 30 year BP for approval	Simon Percival S Brookes	Oct-25	Nov-25			🟩
						3. Sign off agreed 5 & 30 year BP for 25/26.	Simon Percival S Brookes	Nov-25	Dec-25			🟩
						4. Review and update 30 Year BP for 26/27 to feed into 26/27 budget	Simon Percival S Brookes	Dec-25	Dec-25			🟩
						5. Annual review of 30yr BP	Simon Percival S Brookes	Nov-26	Dec-26			🟩
AM5. Develop a plan and a programme to improve properties to EPC Band C by 2030	HQN Improvement Plan (P9)	Medium	Simon Percival	Good quality homes are accessible, sustainable and affordable for all. Climate change is tackled through sustainable policies and practice.	Safety and Quality Standard	1. Evaluate existing data using SAVA	Tom Richer	April 25	April 25	10/6 Complete in April with initial evaluation being 80% of our stock is at EPC C or above. Further evaluation and work needed regarding costs to retro fit the 20%		🟦
						2. Evaluate data every 2 months using SAVA as enhanced stock condition data is registered to Keystone systems	Simon Percival	June-25	June-25	10/6 Second evaluation is complete. The evaluation shows 82% of stock is now at EPC C. Costs evaluation has also been completed with circa £7M to £10M of investment needed to retro fir the additional properties. This evaluation will continue to evolve as further stock condition data is gathered through our enhanced survey programme.	Tom Richer to supply SAVA data	🟦
						3. Create high level programme of activity framework for 2025 to 2030, reviewing and amending as further data is available (Quarterly)	Simon Percival	May-25	Dec-26	10/6 - High level 5-year plan has been created in line with SAVA data for investment areas to ensure EPC C by 2030. Quartly meeting scheduled from Sept 25	Link to high level EPC C programme. Tom R	🟩

Objective	Source	Priority	Lead	Outcome	Standard	Task	Owner	Start	End	Update	Links	RAG
						4. Develop a full detailed programme of activity on a property by property that falls below EPC C	Simon Percival	Sep-25	Dec-25			Green
						5. Design a full programme to undertake EPC surveys where current certification will be out of date by 2030	Simon Percival	Dec-25	Mar-26			Green
						6. Develop new power bi dashboard for EPC C programme to monitor progress	Simon Percival	Dec-25	Dec-25			Green
AM6. Develop clear forward plan for planned improvements that will achieve compliance with Decent Homes Standard and is aligned to the AMS.	HQN Improvement Plan (P12)	High	Simon Percival	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	1.Review data structure/quality as part of the AMS works that will enable a 30yr investment plan to be produced	Simon Percival	May-25	Aug-25	10/6 This is part of AM3		Orange
						2. Produce 30yr investment plan	Simon Percival	Aug-25	Aug-25			Green
						3. Carry out validation programme for years 1 to 5 of 30yr investment plan	Simon Percival	Aug-25	Oct-25			Green
						4. Analyse data to ensure works are aligned to Decent Homes	Simon Percival	Oct-25	Nov-25			Green
						5. Review works specifications and consider any required amendments to ensure that works align to EPC C and decarbonisation where appropriate.	Simon Percival	Aug-25	Oct-25			Green
						6. Design Power Bi reporting dashboard that enables concise Decent Homes reporting.	Simon Percival	Aug-25	Oct-25			Green
AM7. Complete review of asset management policies, procedures and align across Bournemouth and Poole.	BCP Homes Strategic Management Board	High	Simon Percival	Good quality homes are accessible, sustainable and affordable for all.	Safety and Quality Standard							Blue
						1. Align lifecycles for replacement of property components.	TR	April 25	May 25	10/6 All component life cycles aligned	Link to new aligned lifecycles	Blue
						2. Agree on how to align data into new asset management system.	SP	June 2525	June 26	10/6 This is formally part of the New Housing Management System Project	Link to HMS project	Blue
						3. Agree new single stock condition methodology.	SP/TR	March 25	March 26	10/6 5year programme is agreed and all surveys undertaken to the same detail. This will now move to be part of the new HMS implementation.	Link to methodology TR and new HMS Project	Blue
AM8. Review repair completion times to fall in line with best practice.	HQN Improvement Plan (P13)	Medium	Stuart Brookes	Good quality homes are accessible, sustainable and affordable for all	Transparency, Influence and Accountability Standard	1. Agree new aligned completion times for repairs Including consultation with residents and approval through governance route	SB	March 25	April 25	New Repairs policy includes new repair completion times. This has addressed and full consultation has been undertaken with residents/ Portfolio Holder and Advisory Board as part of the Policy review.	Link to New Repairs Policy Link to consultations, residents, Portfolio holder, Advisory board and Policy sign off	Blue

Value for money												
Actions	**Driver**	**Priority**	**Lead Officer**	**BCP Corporate Strategy**	**Regulatory Consumer Standard**	**Key Activities**	**Owner**	**Start Date**	**End Date**	**Progress Update**	**Link to evidence**	**RAG Status**
V1. Provide a robust 30-year HRA Business Plan.	Long term viability of HRA HQN Improvement Plan (P8)	Medium	Kelly Deane	We are an open, transparent and accountable council.	Transparency, Influence and Accountability Standard	1. Model the requirements from the requirements of the new Asset Management Strategy ensuring the strategy is fully costed and funded and included in the HRA business plan	Stuart Brookes	July-25	Dec-25	10/6 External support in place to complete AMS by Sept-25. Ongoing external support to support modelling of HRA Business Plan. Risk due to format of data extracts due to systems configuration. Work is progressing we will have clear view end June	Link to AMS project Link to Draft 30yr BP	🟧
						2. Understand what can be delivered on the maintenance and improvement of existing homes including retrofitting and carbon reduction and provision of new homes.	Stuart Brookes	Oct-25	Dec-25			
						3. Set out options for meeting investment costs.	Stuart Brookes	Oct-25	Dec-25	10/6 Linked to review of service charges.		
						4. Consult with key stakeholders and seek final approval of plan.	Seamus Doran	Jan-26	Mar-26			
V2. Develop an efficiency strategy for the HRA.	Long term viability of HRA	Medium	Seamus Doran	We are an open, transparent and accountable council.	Transparency, Influence and Accountability Standard	1. Set out areas of higher cost and where income is lost.	Seamus Doran	Oct-25	Dec-25			
						2. Benchmark costs with other providers.	Seamus Doran	Jan-26	Jan-26			
						3. Consult with stakeholders.	Seamus Doran	Feb-26	Feb-26			
						4. Agree recommendations for reducing costs or maximising income and complete strategy.	Seamus Doran	Mar-26	Mar-26			
V3. Improve the efficiency of the Inhouse Property Maintenance team (BBML).	Long term viability of HRA	Medium	Jenny Mauger	We are an open, transparent and accountable council.	Transparency, Influence and Accountability Standard	1. Review patterns and return visits.	Jenny M Stuart B	June 25	Dec 25	10/6Mobysoft Repair sense has been identified as a software AI product that focuses on repeat jobs. Business Case has been supplied and approval for procurement from bot MR and KD. Risk is currently IT have suspended all AI software until Oct. Meeting scheduled with IT director end June.		🟥
						2. Develop the DRS scheduling system to maximise visits per day and reduce travel.	Jenny M Stuart B	April 25	Sept 25	10/6 DRS system new functionality Quotas and Areas will allow us to set works stream volumes and reduce areas which will improve our trades efficiency levels and reduce travel. Quotas is needed to be implemented first and is currently in test. Once testing is complete and moves into live Areas implementation can then begin.		🟧

Actions	Driver	Priority	Lead Officer	BCP Corporate Strategy	Regulatory Consumer Standard	Key Activities	Owner	Start Date	End Date	Progress Update	Link to evidence	RAG Status
										Risk is IT resources to undertake implementation		(orange)
						3. Reduce duplication across operational teams (surveyors and Inhouse team).	Stuart B	July 25	Sept 25	10/6 Phase 2 of the Property Restructure will remove duplication of surveyor functions and align responsibility. Currently going through HR final evalution process, this will be followed by consultation with effected teams		(green)
V4. Review Key Performance Indicators (KPI's) and benchmarking to ensure consistent approach and targets.		High	Stuart Brookes	We are an open, transparent and accountable council.	Transparency, Influence and Accountability Standard	1. Agree range of KPI's to be measured and where these will be reported to.	Stuart Brookes	May-25	July-25	10/6 Draft suite of KPI's at Level 1,2 and 3 are completed for discussion/approval at SLT.		(green)
						2. Undertake benchmarking to compare performance against other landlords.	Stuart Brookes	July 25	Sept -25			
						3. Agree targets based on benchmarking and impact on HRA.	Stuart Brookes	Sept 25	Sept -25			
						4. Ensure KPI's and targets reflect service standards.	Stuart Brookes	July 25	Sept 25			

Housing Management

Actions	Driver	Priority	Lead Officer	BCP Corporate Strategy	Regulatory Consumer Standard	Key Activities	Owner	Start Date	End Date	Progress Update	Link to evidence	RAG Status
HM1. 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.	Efficient use of housing stock	Med	Seamus Doran – Head of BCP Homes	High quality of life for all, where people can be active, healthy and independent.	Safety and Quality Standard	1. Consult with residents and other stakeholders on future of service.	Kieren Johnson	Oct-24	July-25	10/6 Consultation completed. Agree feedback to be provided to residents.		(green)
						2. Consider report on specialist housing needs review completed in 2022.	Kieren Johnson	Aug-25	Oct-25			
						3. Complete asset register of all sheltered housing stock.	Kieren Johnson	Aug-25	Oct-25			
HM2. Review availability of Housing Officers for key service areas	HQN Improvement Plan (H21)	Med	Seamus Doran – Head of BCP Homes	Local communities shape the services that matter to them.	Transparency, Influence and Accountability Standard	1. Review feedback from resident engagement exercises to identify service areas	Seamus Doran	May-25	Jun-25			
						2. Consult with involved residents and Advisory Boards through established groups and away days.	Robert Chedzoy	Jun-25	Aug-25	10/6 Feedback will also be available from residents through completed review of sheltered housing.		
						3. Consult with staff.	Robert Chedzoy	Jun-25	Sep-25			
HM3. Review the approach to managing under occupation of council homes.	Efficient use of stock to meet housing need.	Med	Seamus Doran – Head of BCP Homes	Providing accessible and inclusive services, showing care in our approach.	Tenancy Standard	1. Provide information on current performance and successes.	Kieren Johnson	Jul-25	Jul-25			
						2. Review how other providers encourage efficient use of the housing stock.	Kieren Johnson	Jul-25	Aug-25			
						3. Provide recommendations for improvements to managing under occupation.	Kieren Johnson	Aug-25	Sep-25			
HM4. Ensure that properties are let using the	HQN Improvement Plan (H24)	Med	Seamus Doran – Head of	Providing accessible and inclusive	Tenancy Standard	1. Set out where different occupancy agreements are being used and where.	Donna Stenner	Jun-25	Jun-25	10/6 Draft Tenancy Management Policy sets out when different	Link to Draft Tenancy Management Policy	(green)

Ref & Description	Source	Priority	Owner	Outcome	Standard	Action	Action Owner	Start	End	Update	Link	Status
correct occupancy agreements.			BCP Homes	services, showing care in our approach.						occupancy agreements should be used.		🟩
						2. Confirm arrangements with council's Legal team.	Donna Stenner	Jun-25	Jul-25			
						3. Update Tenancy Management Policy where appropriate.	Donna Stenner	Jul-25	Aug-25			
						4. Regularly review existing tenancy types to ensure compliance with policy.	Donna Stenner	Jul-25	Jul-25			
HM5. Develop a mechanism to evidence the outcomes achieved by the Tenancy Sustainment Team and the support provided. Use tenant profile data to understand who is most at risk of tenancy failure and focus resources.	HQN Improvement Plan (H25)	High	Seamus Doran – Head of BCP Homes	High quality of life for all, where people can be active, healthy and independent.	Tenancy Standard	1. Undertake a review of the terms of reference for the Tenancy Sustainment Board.	Kieren Johnson	Jun-25	Jun-25			
						2. Understand what profiling data is available and if this can be analysed.	Kieren Johnson	Jun-25	Jun-25			
						3. Benchmark with other landlords to see how outcomes are recorded and measured.	Kieren Johnson	Jun-25	Jun-25			
						4. Undertake process mapping to ensure that the pathway to tenancy sustainment is clear.	Kieren Johnson	Jun-25	Jul-25			
						5. Identify performance indicators that can be used to measure success of tenancy sustainment.	Kieren Johnson	Jun-25	Jun-25			
HM6. Clarify programme of tenancy review visits (TRV) – who is doing these, targets, how you are tracking progress and how data is used. Communicate importance of TRVs and evidence of learning from TRV data to tenants and staff.	HQN Improvement Plan (H27), (H29) Building Safety Act 2022	High	Seamus Doran – Head of BCP Homes	Providing accessible and inclusive services, showing care in our approach.	Tenancy Standard Transparency, Influence and Accountability Standard.	1. Complete procedure for undertaking tenancy reviews that sets out the criteria for programmed and ad-hoc reviews including those for high-rise residential buildings. To include also properties with no recent repairs' visits or with excessive repairs visits.	Donna Stenner	Jun-25	Jun-25	10/6 Programme of tenancy reviews has commenced. Will include a risk assessment for residents in high-rise buildings.		
						2. Implement a process for recording outcomes of reviews and reporting on performance.	Donna Stenner	Jul-25	Jul-25			
						3. Update training to staff on the purpose of tenancy reviews and collection of data.	Donna Stenner	Jul-25	Jul-25			
						4. Provide regular updates to tenants and staff on the purpose of tenancy reviews and the outcomes.	Donna Stenner	Jul-25	Jul-25			
						5. Include how we are gathering data and understanding our residents needs including outcomes from TRV's in report on resident engagement to Advisory Board.	Donna Stenner	Sep-25	Sep-25			
HM7. Improve the process for managing and tracking voids to ensure an efficient service and reduce void loss making best use of the termination process and measuring lettings satisfaction.	Income collection Meeting housing need HQN Improvement Plan (P20/H30), (P21, H32)	High	Seamus Doran – Head of BCP Homes	Providing accessible and inclusive services, showing care in our approach.	Tenancy Standard	1. Ensure that void reports provide all performance information required on the different stages of the void process.	Donna Stenner	May-25	Jun-25	10/6 Voids recorded on single system. Reports now available using data to track voids and monitor progress.	Link to Power Bi Voids reporting	🟩
						2. Ensure that best use is made of the tenancy termination period to provide indicative void completion dates.	Donna Stenner	May-25	Jun-25			
						3. Review the nomination process to ensure that it reduces void times but also supports homelessness prevention and reduces the use of emergency temporary accommodation.	Donna Stenner	May-25	Jun-25			
						4. Provide an updated Void Improvement plan to the BCP Homes Strategic Management Board and Advisory Board.	Donna Stenner	May-25	Jun-25	10/6 Void Improvement plan in place.	Link to Voids improvement plan	🟩

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HM8. Ensure that quarterly flat block inspections are effective.	Building Safety Act Property Compliance	High	Seamus Doran – Head of BCP Homes	Providing accessible and inclusive services, showing care in our approach.	Safety and Quality Standard	1. Consult with relevant staff and align requirements for roles and responsibilities to ensure consistency.	Donna Stenner	Jun-25	Jul-25			
						2. Undertake any work to formally update roles.	Donna Stenner	Jun-25	Sept-25			
						3. Explore options for mobile working as part of the implementation of the Housing Management System.	Donna Stenner	Jun-25	Apr-26			
HM9. Undertake review of tenant service charges.	Income collection	High	Seamus Doran – Head of BCP Homes	Using our resources sustainably to support our ambitions.	Rent Standard	1. Design specification and procure external advice.	Laura Trent	Jun-25	July-25			
						2. Identify potential service charges and how costs would be calculated.	Laura Trent	July-25	Sept-25			
						3. Consult with residents to align service charges	Laura Trent	Sept-25	Oct-25			
						4. Assess impact on Housing Revenue Account.	Seamus Doran	Sept-25	Oct-25			
HM10. Achieve accreditation with Domestic Abuse Housing Alliance.	Demonstrating an effective response to Domestic Abuse.	High	Seamus Doran – Head of BCP Homes	High quality of life for all, where people can be active, healthy and independent.	Neighbourhood and Community Standard	1. Complete approval of new Domestic Abuse Policy.	Kieren Johnson	Apr-25	Jul-25	10/6 officer decision record completed for new policy and provided to Finance team.		🟩
						2. Develop internal procedures for supporting domestic abuse victims and survivors.	Kieren Johnson	Jun-25	Aug-25			
						3. Complete training sessions for all staff.	Kieren Johnson	Apr-25	Aug-25			
						4. Increase publicity and awareness raising.	Kieren Johnson	Apr-25	Aug-25	10/6 Awareness sessions have been held with stakeholders.		🟩
HM11. Ensure effective management of garage sites.	Income collection Estate management	Med	Seamus Doran – Head of BCP Homes	Using our resources sustainably to support our ambitions.	Neighbourhood and Community Standard	1. Explore options for the management of garage sites including outsourcing.	Donna Stenner	April-25	Dec-25	10/6 Options have been provided by a private supplier.		🟩
						2. Seek approval for any proposed changes and undertake any procurement.	Donna Stenner	Aug-25	Dec-25			
HM12. Procedures are in place to provide assurance around rents charged.	Income collection	High	Seamus Doran – Head of BCP Homes	Providing accessible and inclusive services, showing care in our approach.	Rent Standard	1. Review rent setting policy and ensure consultation process is in place with Housing Delivery team on new rents to be charged.	Seamus Doran	May-25	Jun-25			
						2. Undertake regular review of rents charged to identify anomalies.	Laura Trent	Jun-25	Jun-25			
						3. Ensure that the new housing management system provides visibility to staff of formula rents to be charged and that reporting for discrepancies is in place.	Laura Trent	Jun-25	Aug-26	10/6 Date of implementation of Phase 1 of new Housing Management System.		
HM13. Explore and outline options for supporting residents with heating costs to help keep homes warm.	Tenant Satisfaction Measures – additional questions	High	Seamus Doran – Head of BCP Homes	High quality of life for all, where people can be active, healthy and independent.	Tenancy Standard	1. Provide communications to residents on benefit advice and support available through BCP Homes.	Laura Tent	Jun-25	Sep-25	10/6 Completion date coincides with publication of BCP Homes magazine.		🟩
						2. Ensure that Welfare Advisors have undertaken training on dealing with fuel poverty.	Laura Trent	Jun-25	Sep-25			
						3. Ensure that information on support is readily available to staff and residents including Property Maintenance team.	Laura Trent	Jun-25	Sep-25			
HM14. Agree and complete actions within the		High	Sophie Sajic –	Working together,		1. Draft and agree final actions within the improvement plan.	Claire Seymour	April-25	Jul-25	10/6 Draft action plan in place.	Link to draft action plan	🟩

| Anti-Social Behaviour improvement plan. | Tenant Satisfaction Measures (H19) | | Head of Public Protection | everyone feels safe and secure. | Neighbourhood and Communities standard | 2. Provide regular updates on progress to the BCP Homes Advisory Board. | Claire Seymour | Jul-25 | Apr-26 | 10/6 First update to be provided at strategic meeting on 25.9.25. | | 🟩 |

Governance												
Actions	**Driver**	**Priority**	**Lead Officer**	**BCP Corporate Strategy**	**Regulatory Consumer Standard**	**Key Activities**	**Owner**	**Start Date**	**Target Date**	**Progress Update**	**Link to evidence**	**RAG Status**
G1. Develop a clear model for governance arrangements setting out senior officer and member oversight and how the tenants' voice is heard	HQN Improvement Plan (H1)	High	Seamus Doran – Head of BCP Homes	Local communities shape the services that matter to them.	Transparency, Influence and Accountability Standard	1. Review governance arrangements with key stakeholders and provide outcomes that meet regulatory requirements to Corporate Management Board for discussion and to agree future direction and steps.	Seamus Doran	Apr-25	July-25	10/6 Review of governance arrangements being undertaken including comparison with other local authorities and engagement with key stakeholders. Report to be provided by 20.6.25 and included in Cabinet report for 16.7.25.	Link to Governance review documentation	🟩
						2. Agree and commence implementation of any new governance arrangements in line with the council's constitution.	Seamus Doran	TBC	TBC	10/6 Issue raised with Democratic Services to ensure early visibility of review.		
						3. Agree what performance information, agendas and minutes should be made available to residents.	Robert Chedzoy	May-25	Jun-25			
						4. Set out the evidence that demonstrates how residents have influenced policy content and service delivery.	Robert Chedzoy	May-25	Jun-25			
						5. Set out how two-way communication can be improved between residents, Advisory Board and Cabinet.	Robert Chedzoy	May-25	Jun-25	10/6 Will form part of Governance review.		
						6. Provide Tenant Satisfaction Measures and Housing Regulatory Compliance to Cabinet.	Seamus Doran	May-25	Jul-25	10/6 Draft report prepared for Cabinet on 16.7.25. This will include governance review and update on implementing improvements from HQN and TSM's.	Link to report to Cabinet	🟩
G2. Clarify corporate direction and the plan for achieving integration and communicate to key stakeholders.	HQN Improvement Plan (H2)	High	Kelly Deane – Director of Housing and Public Protection	Local communities shape the services that matter to them.	Transparency, Influence and Accountability Standard	1. Prepare a report for Cabinet that provides an update on how BCP Homes operates, what residents said they wanted, where we are and strategic plan going forward including priorities, ambitions and vision. Include how other services contribute to these.	Kelly Deane	TBC	TBC	10/6 Draft report prepared for Cabinet on 16.7.25.	Link to Cabinet report	🟩
G3. Service Integration: develop a SMART plan with milestones. Engage staff in process of moving to a fully unified service	HQN Improvement Plan (H3)	High	Seamus Doran – Head of BCP Homes	Developing a passionate, proud, valued and diverse workforce.	All Standards	1. Develop SMART alignment plan template.	Seamus Doran	Apr-25	Apr-25	10/6 Completed	Link to SMART alignment plan	🟦
						Service Managers to consult with staff to confirm actions and activities that are required to be aligned. Plan completed.	All	May-25	Jun-25	10/6 Staff are already involved in mapping out aligned processes which will also support the implementation of the new housing management system.		🟩
						2. Agree monitoring of the completed action plan and reporting to BCP Homes	Seamus Doran	May-25	May-25			🟧

Goal	HQN Ref	Priority	Owner	Theme	Standards	Action	Responsible	Start	End	Update	Link	Status
						Strategic Management Board and Advisory Board.						🟧
						3. Agree a SharePoint Communications site where new aligned documentation can be kept for staff to access.	Robert Chedzoy	May-25	Jun-25	10/6 SharePoint communication site being launched week commencing 9.6.25.	Link to BCP staff sharepoint	🟩
						4. Provide regular updates to staff through all staff meetings and team meetings.	Seamus Doran	Jun-25	Apr-26	10/6 First staff update meeting held 9.6.25.	Link to slides from staff update	
G4. Identify strategies and policies which need to be developed/reviewed and adopted (with consultation). Implement a system for tracking progress and integration. Allocate resource to project and track progress. Ensure resident involvement throughout	HQN Improvement Plan (H4), (P10), (P14), (P17), (P16), (P18)	High	Seamus Doran – Head of BCP Homes	Developing a passionate, proud, valued and diverse workforce. Local communities shape the services that matter to them.	All standards	1. Identify strategies and polices that need to be reviewed.	Robert Chedzoy	Apr-25	Apr-25	10/6 There may remain a need to introduce new polices from time to time.	Link to Policies and strategies	🟦
						2. Implement system for tracking progress.	Robert Chedzoy	Apr-25	Apr-25	10/6 Completed.	BCP Homes Policy Tracker	
						3. Allocate resource to project manage and track progress.	Robert Chedzoy	Apr-25	Apr-25	10/6 Completed		🟦
						4. Set out and confirm approach to involving residents.	Robert Chedzoy	Apr-25	Jun-25	10/6 New residents' policy panel established to consider existing policies. Consultation on future policies will be agreed following governance review.	Link to documents to evidence Policy Panel and work they have been involved in	🟩
						5. Complete all policies seek approval and place on website.	Robert Chedzoy	Apr-25	July-25	10/6 Decision records have been completed for several policies and are awaiting approval from Finance and Legal.		🟩
G5. Update self-assessment and evidence base following the HQN work and identify a framework for leading and monitoring the action plan.	HQN Improvement Plan (H5), (H6)	High	Seamus Doran – Head of BCP Homes	Using data, insights and feedback to shape services and solutions.	All standards	1. Agree an approach with Service Managers to updating self-assessment to include teams, leads, guidance and timelines.	Seamus Doran	May-25	July-25			
						2. Identify lead officer and any additional resources for ensuring actions are progressed and reported on.	Robert Chedzoy	May-25	July-25			
						3. Complete self-assessments including links to evidence.	Robert Chedzoy	Sep-25	Dec-25	10/6 Support will be required with this as many staff will be involved with HM system implementation.		
						4. Set out action plan following completion of self-assessment and agree framework for managing this – where it is reported and monitored.	Robeert Chedzoy	Dec-25	Jan-25			
G6. Review complaints policy to ensure fully compliant with Housing Ombudsman Complaint Handling code.	HQN Improvement Plan H (11)	High	Seamus Doran – Head of BCP Homes	Using data, insights and feedback to shape services and solutions.	Transparency, Influence and Accountability Standard	1. Complete the annual assessment against the Housing Ombudsman complaint handling code.	Robert Chedzoy	May-25	Jun-25	10/6 Website has been updated to remove preventable complaints.	Make a complaint about BCP Homes	BCP	🟩
						2. Understand the Housing Ombudsman definition of complaint and service request.	Robert Chedzoy	May-25	Jun-25			
						3. Compare with other landlords to see how they set out the definitions within their policies.	Robert Chedzoy	May-25	Jun-25	10/6 Comparison made with other landlords.	Link to comparison documentation	
						4. Agree approach with residents and other stakeholders.	Robert Chedzoy	Jun-25	Jun-25			
						5. Update complaints policy where required and obtain formal sign off.	Robert Chedzoy	Jun-25	Oct-25	10/6 Any changes to the policy can be agreed at Cabinet in Oct 2025.		

Actions	Driver	Priority	Owner	BCP Corporate Strategy	Regulatory Consumer Standard	Key Activities	Lead Officer	Start Date	Target Date	Progress Update		RAG Status
						6. Communicate to staff and residents.	Robert Chedzoy	Jul-25	Jul-25			
						7. Provide annual complaint handling performance and improvement plan to Cabinet.	Seamus Doran	Jul-25	Oct-25	10/6 Report to be provided to Cabinet in Oct 2025.		🟩
						8. Ensure that processes are in place to provide feedback to staff on learning from complaints and compliments.	Robert Chedzoy	Jul-25	Jul-25			
G7. 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.	Consumer regulation.	High	Seamus Doran – Head of BCP Homes	Developing a passionate, proud, valued and diverse workforce.	Competency and Conduct Standard	1. Review audit of qualifications previously undertaken to understand potential requirements.	Seamus Doran	Sept-25	Oct-25			
						2. Explore options for integrating proposed requirements into a training programme for staff.	Seamus Doran	Sept-25	Oct-25			
						3. Set out delivery of a training programme.	Seamus Doran	Sep-25	Nov-25			
						4. Review once new standard has been agreed.	Seamus Doran	TBC	TBC	10/6 Will not come into force in April 2025 as proposed. Government will be directing the Regulator of Social Housing to set a standard.	Competence and Conduct Standard for social housing: consultation - GOV.UK	
G8. Publish required information including senior officers' names and renumeration and senior lead (responsible director) for compliance.	HQN Improvement Plan (H7) (P19)	High	Seamus Doran – Head of BCP Homes	We are an open, transparent and accountable council, putting people at the heart of our services.	Transparency, Influence and Accountability Standard	1. Set out the requirements for information to be published.	Seamus Doran	Jun-25	Jul-25	10/6 Requirements set out in the Transparency, Influence and Accountability standard. Clarification required on renumeration as separate arrangements exist for local authorities.	Note re information to be published about senior officers 9.6.25.docx	🟩
						2. Agree information to be published and place on council website.		Jun-25	Aug-25			🟩
G9 Design a Document Management system that meets the requirements of the Regulator for Social Landlords requirements Inspection	Regulator	High	Seamus Dorans- Head of BCP Homes	We are an open, transparent and accountable council, putting people at the heart of our services.	Transparency, Influence and Accountability Standard	1. Design Document Management system that fulfils the 69 areas of documentation that the regulator requires for inspection.	Seamus Doran Stuart Brookes	Jun-25	July 25	10/6 Meeting scheduled for June 16th to agree SharePoint design and requirements, Doc Management resource and go-live	Link to Consumer Standard / Regulator Requirement list. Link to SharePoint once live	🟩
						2. Agree the methodology of document management	Seamus Doran Stuart Brookes	Jun -25				🟩
						3 Identify resources to manage the required information is updated as indicated within the regulator's documents of requirements	Seamus Doran Stuart Brookes	Jun-25				🟩

Resident Engagement												
Actions	**Driver**	**Priority**	**Owner**	**BCP Corporate Strategy**	**Regulatory Consumer Standard**	**Key Activities**	**Lead Officer**	**Start Date**	**Target Date**	**Progress Update**		**RAG Status**
R1. Overhaul and improve website or consider separate housing site or dedicated area.	HQN Improvement Plan (H7)	Med	Seamus Doran – Head of BCP Homes	Providing accessible and inclusive services, showing care in our approach.	Transparency, Influence and Accountability Standard	1. Complete options paper for developing pages on council website or setting up separate web site for BCP Homes.	Robert Chedzoy	May-25	May-25	10/6 Initial options have been explored including option for BCP Homes website. Will need to consider resources required for day-to-day management of this.	Link to Option paper	🟩

Recommendation	HQN Plan	Priority	Owner	Theme	Standard	Action	Action Owner	Start	End	Update	Link	Status
						2. Identify corporate resources to support work to develop preferred option and related content.	Robert Chedzoy	May-25	Jun-25			
						3. Agree with residents how and what information will be provided on the BCP Homes webpages including improved information about repairs.	Robert Chedzoy	Jun-25	Aug-25	10/6 Draft format has been produced.	Link to draft format	
						4. Complete update of new BCP Homes Website	Robert Chedzoy	Aug-25	Sep-25	10/6 Adequate resources may not be in place. Requirements need to be assessed.		
R2. Compile evidence of outcomes achieved against priorities identified by tenant consultation; analyse and publish information showing tenants how BCP Homes has responded to the priorities identified in the 2021 consultation on new housing service. Include data on outcomes as well as feedback on actions taken or being taken	HQN Improvement Plan (H8) (H16)	High	Seamus Doran – Head of BCP Homes	Using data, insights and feedback to shape services and solutions.	Transparency, Influence and Accountability Standard	1. Set out the priorities identified from the 2021 consultation exercise and Tenant Satisfaction Measures.	Seamus Doran	May-25	Jun-25			
						2. Set out the actions taken and outcomes delivered.	Seamus Doran	May-25	Jun-25			
						3. Set out the impact on feedback from residents.	Seamus Doran	May-25	Jun-25			
						4, Identify any gaps and add to delivery plan.	Seamus Doran	May-25	Jun-25			
R3. Set out Resident involvement strategy: complete draft, consult, review, approve and implement in consultation with residents.	HQN Improvement Plan (H9)	High	Seamus Doran – Head of BCP Homes	Local communities shape the services that matter to them.	Transparency, Influence and Accountability Standard	1. Agree framework and timescales to complete draft strategy and consult with residents.	Robert Chedzoy	May-25	July-25	10/6 Timescale agreed. Consultation with residents Policy panel on 3.7.25.	Link to Consultation paper	🟩
						2. Consult with stakeholders including Advisory Board, residents and Portfolio Holder and present strategy to Cabinet.	Robert Chedzoy	Jun-25	Sep-25	10/6 Strategy to be submitted to CMB on 31.7.25 and Cabinet on 3.9.25. Submitted on agenda.	Link to Advisory board/CMB/Cabinet papers	🟩
						3. Implement new strategy.	Robert Chedzoy	Sep-25	Sep-25			
R4. Develop service standards in consultation with residents. Standards to include: ASB; hate crime; Domestic Abuse; repairs; lettable homes; caretaking; estate management; complaints; neighbourhoods, resident involvement. Publish standards. Monitor and report on effectiveness and outcome including satisfaction.	HQN Improvement Plan (H10),(H17) (H22), (H23), (P17)	High	Seamus Doran – Head of BCP Homes	Local communities shape the services that matter to them.	Transparency, Influence and Accountability Standard / Neighbourhood and Community Standard	1. Complete draft service standards and agree consultation.	Robert Chedzoy	May-25	Jun-25	10/6 Standards have been drafted and subject to review.	Link to draft standards	🟩
						2. Implement any changes to draft standards following consultation	Robert Chedzoy	Jul-25	Jul-25			
						3. Set out the performance indicators that are required to demonstrate effectiveness and outcomes.	Robert Chedzoy	Jul-25	Jul-25			
						4. Publish service standards.	Robert Chedzoy	Jul-25	Jul-25			
R5. Develop plan to collect and update household information with targets and monitoring and a household data strategy with plans for how BCP will develop the skills for staff to use data to understand service effectiveness and to tailor services to tenants' needs; plan to meet tenant needs; design new approaches	HQN Improvement Plan (H13),(H12)	High	Seamus Doran – Head of BCP Homes	Using data, insights and feedback to shape services and solutions.	Transparency, Influence and Accountability Standard	1. Set out and provide the data that is currently being collected so that it can be referred to by staff i.e., from housing management systems, tenancy reviews, lettings and surveys.	Seamus Doran	May-25	Jun-25			
						2. Understand the corporate approach to collection of data and explore options for collecting this including using external resources.	Seamus Doran	May-25	Jun-25			
						3. Investigate external training for staff to recognise the importance of using data to understand residents' needs and evidence outcomes.	Seamus Doran	May-25	Jun-25			

						4. Develop an initial data strategy for BCP Homes.	Seamus Doran	Jun-25	Aug-25			
R6. Demonstrate how BCP uses data to ensure services are delivered fairly and residents achieve equitable outcomes	HQN Improvement Plan (H14)	High	Seamus Doran – Head of BCP Homes	Using data, insights and feedback to shape services and solutions.	Transparency, Influence and Accountability Standard	1. Summarise household data collected from Tenant Satisfaction Measure Survey and other sources.	Seamus Doran	May-25	Jun-25	10/6 Collection and summary of data has commenced.	EIA Profiling stats	
						2. Commence exercise to update performance in specific service areas to include diverse needs as recorded on housing management system.	Seamus Doran	Jun-25	Aug-25			
						3. Ensure that staff are aware of how to ensure fair and equitable service delivery.	Seamus Doran	May-25	Jun-25			
						4. Report on outcomes against different protected characteristics using existing information.	Seamus Doran	Jul-25	Jul-25			
R7. Provide more information to residents to help them understand how well BCP Homes is performing including more information to help residents understand what the TSM data means and comparisons with other landlords.	HQN Improvement Plan (H15)	Medium	Seamus Doran – Head of BCP Homes	Local communities shape the services that matter to them.	Transparency, Influence and Accountability Standard	1. Draft update for website to include comparison with other landlords following 2024 TSM results and link to Regulator of Social Housing (RSH) comparison information.	Robert Chedzoy	May-25	Jun-25	10/6 2023/24 results are on the council's website. Link also provided to RSH information.	BCP Homes performance | BCP	
						2. Ensure that TSM information is provided in the BCP Homes News magazine and on Facebook page.	Robert Chedzoy	May-25	Sept-25			
						3. Set out proposals for sharing performance information with residents (including annual report), and frequency. Consult with residents and seek agreement from Strategic Management Board.	Robert Chedzoy	Jun-25	Jul-25			
						4. Ensure that the annual report is provided to residents.	Robert Chedzoy	Jul-25	Aug-25			
R8. Establish robust records (evidence) on other neighbourhood services work so it is readily available, e.g., records of inspections by new neighbourhood inspections team, outcomes achieved, performance etc	HQN Improvement Plan (H18)	Medium	Seamus Doran – Head of BCP Homes	Using data, insights and feedback to shape services and solutions.	Neighbourhood and Community Standard	1. Set out what records are currently maintained for neighbourhood services work and identify any gaps.	Donna Stenner	Jun-25	Jul-25			
						2. Identify where management information can be provided and utilised to demonstrate the work carried out on our neighbourhoods e.g., repairs raised and completed.	Donna Stenner	Jun-25	Jul-25			
						3. Compare how other landlords report on outcomes from neighbourhood services.	Donna Stenner	Jun-25	Jul-25			
						4. Consult with residents and set out what outcomes to share with residents and how.	Donna Stenner	TBC	TBC	10/6 Will align with a resident panel.		
						5. Develop a new approach to automate recording of actions and outcomes from neighbourhood inspections that support performance reporting.	Donna Stenner	TBC	TBC	10/6 Explore if this can be part of mobile working through the new housing management system.		
R9. Share information with tenants and residents about opportunities to be involved in estate walkabouts; publish information about issues identified and resolved. Collate evidence on outcomes for neighbourhoods and communities with photos	HQN Improvement Plan (H20)	High	Seamus Doran – Head of BCP Homes	Local communities shape the services that matter to them.	Neighbourhood and Community Standard	1.Set out purpose and objectives for estate inspections to improve resident engagement.	Donna Stenner	May-25	July-25			
						2. Review how residents can get involved in estate walkabouts, what they involve and how these are published.	Donna Stenner	May-25	July-25			
						3. Communicate outcomes of estate walkabouts to residents.	Donna Stenner	May-25	July-25			

R10. Ensure that resident engagement strategy for high-rise residential buildings is in place.	Building Safety Act 2022	High	Seamus Doran – Head of BCP Homes	Local communities shape the services that matter to them.	Safety and Quality	1.Complete revised draft strategy.	Robert Chedzoy	May-25	May-25	10/6 Draft strategy completed.	Draft High rise resident engagement strategy 0.4.docx	
						2. Consult with residents in high rise buildings providing a copy of the draft strategy	Robert Chedzoy	Jun-25	Jun-25	10/6 Consultation has commenced and will end on 23.6.25.	Link to Consultation document	
						3. Finalise strategy	Robert Chedzoy	Jul-25	Jul-25			
R11.Develop a digital inclusion strategy across housing, incorporating support, communications, compliance, and maintenance.	Increase customer interactions via our digital platforms.	Med	Seamus Doran – Head of BCP Homes	We are an open, transparent and accountable council, putting people at the heart of our services	Transparency, Influence and Accountability Standard	1.Understand the links with the council's Smart Place programme and strategy.	Kieren Johnson	TBC	TBC			
						2. Link in with the councils proposed digital strategy.	Kieren Johnson	TBC	TBC			
R12. Ensure new IT being developed will meet BCP's needs for storing, updating, analysing and using household data	HQN Improvement Plan (H26)	High	Seamus Doran – Head of BCP Homes	Providing accessible and inclusive services, showing care in our approach.	Transparency, Influence and Accountability Standard	1. Ensure that the need for household data to be recorded has been built into the housing management system specification.	Seamus Doran	Complete		10/6 Specification for new system included requirements.	Link to new HMS specification	
						2. Ensure that the requirement for reporting has been built into the housing management specification.	Seamus Doran	Complete				
						3. Ensure needs are built into the new housing management system.	Seamus Doran	TBC	TBC	10/6 New supplier selected, and implementation has commenced. Further clarity required on when this part will be implemented.	Link to supplier docs and tender outcome docs	
R13. Develop automated mechanism of checking resident satisfaction following transactions.		Med	Seamus Doran – Head of BCP Homes	Local communities shape the services that matter to them.	Transparency, Influence and Accountability Standard	1. Set out existing arrangements and how these can be incorporated into the new housing management system.	Suzy Conrath	Apr-25	TBC	10/6 Satisfaction surveys currently being undertaken over phone. Options to procure external provider via framework have been explored.		