

Report subject	BCP Homes Performance Update
Meeting date	29 October 2025
Status	Public Report
Executive summary	<p>This report provides performance information on how services are delivered to council tenants and to support councillors oversight in ensuring that the council:</p> <ul style="list-style-type: none"> • Provides good quality homes and services to all tenants • Makes best use of its resources to deliver what it is required to do as a landlord • Resolve issues promptly and effectively when things go wrong. <p>It provides an update against key performance indicators and performance against the Tenant Satisfaction Measures for quarter 1, 2025-26.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>(a) Cabinet notes the content of this report and raises any issues for consideration by officers.</p> <p>(b). Cabinet agrees to quarterly updates on BCP Homes performance in delivering services to tenants.</p> <p>(c). Cabinet agrees to quarterly updates on progress on meeting the actions set out in the Housing Revenue Account Delivery Plan.</p>
Reason for recommendations	To support councillors in ensuring that council services provided to tenants are managed effectively.

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Wards	Council-wide
Classification	For Information

Background

1. BCP Homes is the council's inhouse housing management team providing services to approximately 10,700 council tenants and leaseholders. These services are funded through the Housing Revenue Account (HRA) which is a ring-fenced account that records the income and expenditure associated with the landlord function in respect of the council's homes.
2. The range of services is varied and are also provided by other teams within the council. This primarily includes the Asset Management and Property Maintenance teams within the Customer and Property Directorate and the Anti-Social Behaviour team within Public Protection. New homes funded through the HRA are developed through the Housing Delivery team within the Investment and Development Directorate.
3. As a Registered Provider of Social Housing, BCP Council is responsible for the delivery of services to tenants and demonstrating that it is meeting the outcomes of the [regulatory standards for landlords](#) as provided by the Regulator of Social Housing (the Regulator).
4. The Transparency, Accountability and Influence standard requires registered providers to take action and deliver fair and equitable outcomes for tenants. It also contains a requirement to collect and provide information to support the effective scrutiny by tenants of their landlord's performance in delivering landlord services.
5. Services provided to council tenants and leaseholders include:
 - Customer services
 - Void management and lettings
 - Repairs and planned maintenance to homes and communal areas
 - Servicing and testing
 - Neighbourhood management
 - Cleaning and gardening of communal areas
 - Rent collection
 - Tenancy sustainment and money advice

- Sheltered housing
 - Anti-social behaviour
 - Tenancy management
 - Complaint handling
 - Resident involvement
6. To support the council in meeting its responsibilities teams providing services to tenants and leaseholders report on performance to established resident panels and a Residents Committee. Quarterly performance reporting is also provided to the BCP Homes Advisory Board (Advisory Board) in the following areas:
 - Lettings
 - Responsive repairs
 - Rent arrears and collection
 - Complaint handling times
 - Information governance
 - Call handling times
 - Anti-social behaviour
 7. Reporting on property compliance, for example gas servicing, is undertaken separately and is also reported quarterly to the Advisory Board. Property compliance is reported to Cabinet annually through the [Housing and Property Compliance Update Housing Revenue Account](#).
 8. The Transparency, Accountability and Influence standard requires the council to carry out and report annually against the [Tenant Satisfaction Measures](#) (TSM's). These are collected according to requirements set out by the Regulator. They include information from the TSM perception survey and management information held by the council on areas including repairs, complaints, building safety and tenant engagement.
 9. The TSM's are published and allow tenants to see how the council is performing against other landlords. They also provide the council with an opportunity to see where it might need to improve its services and enable the Regulator to gauge how well it is performing in meeting the outcomes of the regulatory standards.
 10. Cabinet has previously received updates on performance against the TSM's most recently on the 16 July 2025 through the [BCP Homes Tenant Satisfaction Measures and Housing Regulatory Compliance Update](#).
 11. As part of that update Cabinet was provided with the Housing Revenue Account (HRA) Delivery Plan which sets out the improvements to be made to the service including those from the deep dive carried out by Housing Quality Network (HQN) of our self-assessments against the regulatory consumer standards. Included in the improvements is the action to provide more information to tenants to help them understand how well the council is performing in providing landlord services.

12. It is recommended that updates on progress on meeting the actions set out in the Delivery Plan are provided to Cabinet at future meetings through the BCP Homes Performance Update.

Performance Scorecard

13. The quarterly performance scorecard set out in appendix 1 is also provided to the Advisory Board and the Residents Committee. Commentary on the key performance indicators is provided within the scorecard.
14. Benchmarking is obtained through a subscription service, Housemark, a data, insight and analysis provider for the housing sector in the UK.
15. Key performance indicators and targets will be reviewed to ensure that they are relevant for residents (tenants and leaseholders) and other stakeholders. In July 2025, Corporate Management Board approved proposals for additional resources through the HRA for managing performance and insight. This will support managers and provide greater assurance on the performance information provided.
16. The Advisory Board has requested additional performance information on the performance scorecard on how anti-social behaviour is managed. At present this only includes the number of new cases per 1,000 homes which is one of the indicators used for the TSM's.
17. The table below provides some further insight into performance on anti-social behaviour.

	24-25	Q1 25-26
Number of ASB cases still open after 4 months	193	207
Number of active ASB cases being managed	303	369
Community Protection Warning	26	16
Community Protection Notice	0	0
Anti-social Behaviour Injunction	6	1
Closure Order	4	0
Notice of Seeking Possession Served	3	1
Eviction Completed	3	1

18. Information will also be provided on the number of tenants who are evicted from their homes. This provides a good indication on how well tenants are supported to sustain their tenancies and how this is seen as a last resort. The table below sets out the number of evictions that have occurred in the last three years.

Year	No. of evictions
2022-23	6
2023-24	5
2024-25	4
2025-26 Qtr. 1	1

19. Our work to provide tenancy sustainment and work with other agencies is reflected in the low number of evictions from council properties.

Tenant Satisfaction Measures

20. Information to report against the TSM's must be collected as specified by the Regulator in the [Tenant Satisfaction Measures - Tenant survey requirements](#) and [Tenant Satisfaction Measures - Technical requirements](#). The council has procured an independent market research agency to undertake the perception survey on behalf of the council.
21. The perception survey must include the survey question wording and the response options available as set out in the requirements. Surveys may be carried out online, by telephone or post and additional questions may be incorporated.
22. Performance against the TSM's must be submitted annually and published so that tenants can see how the council is performing. Information on the survey results, summary of the survey approach (methodology) and the survey questionnaire are available on the council's website [BCP Homes performance](#).
23. The council should be satisfied that the publication of TSM results and summary approach meets the requirements as set out by the Regulator, [Summary of TSM publication requirements](#).
24. The council's summary of the survey approach sets out:
 - Sample size
 - Timing of the survey
 - Collection method
 - Sample method
 - Assessment of representativeness
 - Weighting applied to results
 - Role of any external named contractor in collecting, generating or validating the measures
 - Incentives offered
25. The Regulator publishes data on the [Tenant Satisfaction Measures](#) which allows benchmarking with other registered providers. Benchmarking is also available through Housemark and is summarised in appendix 2. It includes results of the 2021 survey of council tenants and the perception questions that were asked at that time and performance for quarter 1, 2025-26.
26. From 2025-26 the perception survey has been undertaken quarterly instead of at a single period of time once a year. Results from each quarter will be combined to provide annual satisfaction levels. This provides an earlier indication of satisfaction and allows action to be taken where it is low. It also enables more regular benchmarking to be carried out.
27. National quartile data is provided by the Regulator and information for 2024-25 will not be available until later this year.
28. Overall satisfaction amongst tenants (TP01) has fallen in the first quarter of 2025-26 from 81.2% to 79.0% but within or very close to the top quartiles. Additional

questions can be added into the perception survey and for some measures tenants are asked why they are dissatisfied. Tenants are not currently asked this for this measure but will be in future.

29. Satisfaction with repairs (TP02) has increased in the first quarter of 2025-26 after falling during 2024-25. In August 2024 the inhouse Property Maintenance team began carrying out repairs in Poole following the end of the previous arrangements with an external contractor. There was a significant amount of work carried out to align the repairs service to include approximately 4,500 additional properties and this did cause some delays in completing repairs.
30. The main reasons for dissatisfaction include the time taken to arrange or start a repair, poor standard of repair and issues ongoing as repair not completed. Satisfaction is also measured through an ongoing transactional survey, and this provides an opportunity to explore these reasons for dissatisfaction.
31. Other satisfaction measures related to repairs, (TP03, TP04 and TP05), show that levels of satisfaction are being maintained or increasing and within top quartile performance.
32. Satisfaction measures relating to engagement with tenants and treating them fairly (TP06, TP07 and TP08) show an increase in the first quarter and are near or within top quartile performance. A new Resident Engagement and Communication Strategy is to be presented to Cabinet with an accompanying delivery plan that will set out how improvements are to be made in these areas.
33. Satisfaction with complaint handling performance, (TP09), has slightly fallen in the first quarter but overall, there has been an increase since 2023-24. Performance is below the top quartiles.
34. Satisfaction with the maintenance of communal areas (TP10) has increased in quarter 1 but previously has been static. There have been changes in how services to communal areas have been delivered, alignment with the inhouse cleaning team, new neighbourhood management team and a new specialist cleaning contractor but further work is required to understand the reasons for dissatisfaction. An action has been set out in the HRA Delivery Plan to develop a neighbourhood strategy. Satisfaction levels with the council's contribution to the neighbourhood (TP11) have also increased in quarter 1 but have previously been static.
35. Satisfaction with how reports of anti-social behaviour (ASB) are dealt with has increased in quarter 1 to 60% but is below top quartile performance. Changes have been made to how the service is delivered that include a single ASB team within Public Protection, additional staff, new policies and an ASB improvement plan. Residents state that the reasons for their dissatisfaction include no action is taken, issues are not dealt with, complaints about children/teenagers, complaints about noise/shouting and problems with neighbours.
36. The remaining TSM's are based on management information.
37. The proportion of emergency and non-emergency repairs completed within timescale has fallen, (RP02(1) and RP02(2)). This is due to the level of demand, damp and mould work and an accelerated stock condition survey programme. The inhouse Property Maintenance team is reviewing its resources and external

contractor performance will be reviewed. The proportion of responsive repairs not completed is high at 15.3%. This includes repairs raised but not out of time and includes situations where tenants do not provide access. It is also calculated as a proportion of completed repairs for the year and in the first quarter this will be low.

38. Complaint handling performance has fallen for stage 1 complaint responses but improved for stage 2 responses. The Housing Ombudsman's Complaint Handling Code sets out the timescales for responding to complaints. Where complaints are complex the code allows extensions to the response times if the complainant agrees.
39. Details of building safety measures are provided in the [Housing and Property Compliance Update Housing Revenue Account](#). Performance is good in these areas.
40. Subgroup analysis is undertaken to explore the responses from the TSM perception survey and presented in appendix 3. Overall satisfaction is high across nearly all subgroups. Older people and those living in sheltered accommodation are more likely to be satisfied while younger tenants, those living in flats and tenants whose activities are limited are less likely to be satisfied.
41. Across most of the TSM's older people are more satisfied as are those living in sheltered accommodation.
42. Those tenants from ethnic minority groups are less likely to be satisfied that their home is safe but many of the comments show that this is related to anti-social behaviour and security and not property condition. This group are also more likely to be dissatisfied with how the council keeps them informed about things that matter to them. Additional reasons for dissatisfaction are not collected for this measure but will be during future surveys.
43. Tenants from ethnic minority groups are the most satisfied with how the council manages anti-social behaviour.
44. There are actions within the HRA Delivery Plan to improve the collection of household data and demonstrate that services are delivered fairly and equitably and producing outcomes for all tenants. There are also actions to develop service standards, so tenants know what to expect.

Options Appraisal

45. Cabinet is asked to note the contents of the performance update and raise any issues for consideration. Councillors are responsible for ensuring that the outcomes of the consumer standards are met. They also need to ensure that the council:
 - Provides good quality homes and services to all tenants
 - Makes best use of its resources to deliver what it is required to do as a landlord
 - Resolve issues promptly and effectively when things go wrong.
46. Performance information supports councillors in meeting their responsibilities and provides an oversight on services to tenants.

Summary of financial implications

47. There are no specific financial implications associated with this report. However, performance has an impact on the income available to the HRA through void times and rent collection.
48. The need to meet regulatory requirements necessitates additional resources for staff. This has been addressed through the HRA Budget Setting report from a staffing perspective for 2025/26 where an additional £615,000 was made available. This includes staff to support improved performance management and tenant insight.

Summary of legal implications

49. There are no specific legal implications associated with this report. It provides information to councillors to help them fulfil their obligations in ensuring that the outcomes of the regulatory consumer standards are met.

Summary of human resources implications

50. There are no specific human resources implications associated with this report. As set out above there will be a need to recruit additional staff to improve performance information and insight. This has been included in the HRA budget for 2025/26.

Summary of sustainability impact

51. There are none specifically associated with this report. However, performance information supports decisions in the way in which services are delivered. The council has a large housing stock of approximately 9,500 homes and poor performance can impact the provision of more energy efficient homes, for example a poor repairs service or lost income.

Summary of public health implications

52. There are none specifically associated with this report. Services provided to tenants contribute to the safe and warm homes that benefit physical and mental health. Listening to tenants and action on their concerns also supports wellbeing.

Summary of equality implications

53. There are none associated with this report. Any equality implications leading to changes in policies or services to tenants as a result of performance would be considered through consultation and completion of an equality impact assessment.

Summary of risk assessment

54. Poor performance can have an impact on the council's ability to provide services to tenants that meet the requirements of the regulatory consumer standards. Reporting on performance to Cabinet ensures that councillors have oversight of how services are being provided and enables them to meet their responsibilities.

Background papers

None

Appendices

Appendix 1 – BCP Homes: Key Performance Indicators

Appendix 2 – Tenant Satisfaction Measures Summary August 2025

Appendix 3 – Tenant Satisfaction Measures Summary by Subgroup August 2025