

Improvement Theme	Action	Implementation Timescale
1. Strengthen Governance Integration and Oversight	Develop and publish a clear governance map, showing all relevant committees, reporting routes, and escalation points for housing issues.	In train
	Deliver a structured Advisory Board development programme that clearly defines and communicates the Board's purpose and remit within the council's governance structure. This will involve: (a) holding a facilitated workshop with board members and supporting officers to clarify roles and responsibilities; (b) producing and disseminating a governance charter that outlines the Advisory Board's function, reporting and referral routes; and (c) evaluating the effectiveness of the programme through feedback surveys and a formal review at the next annual away day, with outcomes reported to Cabinet.	March 26
	Increased reporting in to Cabinet and CMB is in place for 2025/26 and confirmed on the Forward Plan. Annual reports include; • Annual Tenant Satisfaction Measures and Regulatory Compliance Update • Annual HRA Delivery Plan • BCP Homes Annual Complaints Handling and Service Improvement Report • Annual BCP Homes Compliance Report – to be enhanced to provide greater oversight of data methodology and progress relating to the condition of the council's housing stock • HRA Budget Setting	October 25
	Quarterly reporting of BCP Homes performance was approved by Cabinet in July. It is proposed that this regular reporting includes a formal report from the Chair of the Advisory Board (the Portfolio Holder for Housing and Regulation) who, alongside reporting on how the council's landlord function is performing, will address resident priorities, an update on the work of the Advisory Board for the period and recommendations on matters for formal referral to Overview and Scrutiny/Cabinet.	January 2026
	To further support enhanced oversight and assurance, BCP Homes performance should be regularly reported to the Corporate Strategy Board quarterly.	December 2025
	Develop greater monitoring of diverse needs and how these are met within the BCP Homes service by developing an Insights Framework and including equality, diversity and inclusion data within quarterly performance reports throughout the governance structure.	December 2025
	Devise an Annual Audit Plan Assurance Framework to reflect Internal and External Audit plans informed by risk assessment and regulatory self assessment.	December 2025

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2. Enhance Resident Engagement and Influence	Development of Resident Engagement Strategy and clear delivery plan.	October 2025
	Completion of Communications Strategy and Plan.	March 2026
	Conduct a review of current terms of reference for all resident panels, committees, and the Advisory Board to identify areas of overlap and ambiguity.	March 2026
	Implement a formal process where all resident feedback and recommendations are channelled through the Residents Committee before being escalated to the Advisory Board and Cabinet, ensuring a consistent and transparent “golden thread” of resident input throughout the decision-making structure.	March 2026
	Establish a quarterly coordination forum for chairs of Resident Panels, facilitated by the Residents Committee, to align agendas, share priorities, and eliminate duplication of effort.	March 2026
	Develop a schedule and terms of reference for these meetings, and ensure minutes and action points are circulated to all relevant parties.	March 2026
	Maintain a central record of all resident feedback, committee recommendations, and subsequent actions or decisions taken by the Advisory Board and Cabinet. Provide quarterly updates to all residents, summarising key issues raised, actions taken, and outcomes, using multiple communication channels (e.g., newsletters, website, community meetings).	Enhance existing April 2026

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3. Improve Communication and Feedback Mechanisms	Ensure governance structure and bodies are listed on the Council's democratic webpages, with terms of reference, meeting agendas and minutes published in a timely manner. Implement a feedback system so residents receive timely, transparent responses to issues raised and understand the impact of their contributions. Embed mechanisms to ensure that residents' views are considered and represented in all decisions and oversight matters presented to the Cabinet. Conduct a consultation on revised Terms of Reference with the Advisory Board, Residents Committee, and Resident Panels to ensure clarity of roles and effective collaboration. Retain the Scrutiny Panel and provide training and development opportunities to enhance this as an area of critical importance to involved residents. Establish and clarify the role of scrutiny within the Resident Committee to support effective oversight. Promote ongoing collaboration and communication between all resident engagement bodies and the Council.	Nov/December 2025 January 2026 January 2026 December 2025 March 2026 March 2026
4. Clarify Decision-Making and Delegation	Produce a framework which sets review periods for all BCP Homes policies and strategies and maps consultation requirements and planning as well as where decision making sits within the respective hierarchy of the council. Ensure staff and involved residents are briefed on the decision making structure. Publish the decision making framework on the website. Ensure the resident voice is consistently represented throughout the decision-making process up to Cabinet by ensuring this is presented in each Cabinet report.	December 2025 December 2025 December 2025 December 2025

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5. Build Capacity and Expertise	Deliver a development programme for Advisory Board and key officers to clarify roles, responsibilities, and expectations. Review and implement an amended agenda and forward plan, ensuring inclusion of key areas not previously prioritised. Amend meeting schedule to four meetings per year to enable more focused preparation and effective use of resources Assess requirements for independent advisory members; explore targeted recruitment and consider remuneration packages to attract needed expertise. Conduct a review of resources dedicated to servicing the Advisory Board, supporting resident engagement, and regulatory reporting; adjust as necessary for effectiveness. Deliver governance training to all board and committee members, including residents and independents, to enhance capacity and understanding. Review the composition of the Board and, where necessary, appoint independent chairs or members with specific skills to strengthen governance and scrutiny.	December 2025 – March 2026 April 2026 onwards April 2026 onwards January 2026 December 2025 – March 2026 December 2025 – March 2026 December 2025 – March 2026
6. Enhanced Use of Data and Insight	Review data management practices and develop a data audit programme. Devise and implement data governance policies. Increase staff capacity to support improved performance and data management including analytical capacity. Undertake a skills audit and work with the council's data and insight team to identify training and coaching opportunities. Work with residents to explore use of data and how this can inform our collective priorities and actions.	March 2026 March 2026 March 2026 March 2026 March 2026

7. Monitor, Evaluate and Sustain Improvement	In addition to regular reporting to cabinet on performance and compliance we will ensure that an annual self assessment of the regulatory standards is completed and reported throughout the BCP Homes Governance structure from Residents Committee, to Advisory Board, to Corporate Management Board, through Overview and Scrutiny and finally, to Cabinet. Align programme to July TSM and Regulatory Performance Update. Recruitment to additional capacity to support rolling programme of self assessment.	May - July 2026 January 2026
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Proposed New Governance Model



