

Empowering and Co-Creating Neighbourhoods Improving Safety and Sustainability across BCPs housing							
Action	Deliverables for 2025-2027	Target date	Lead Officers	RAG	Commentary	Mitigation	
4.1	Provide an enforcement service which targets rogue landlords and related anti-social behaviour (ASB)	Private Sector Housing Stock Condition Survey completed	Nov-25	Head of Public Protection	Complete	Complete - final review for accuracy. Next steps under consideration.	
		Deliver the BCP ASB Homes Improvement Plan	Apr-26		Phase 1 compliance complete, Phase 2 audit and resourcing due post regulatory inspection. Internal case reviews and audits to commence Autumn 25	Inspection complete. Case review audits and compliance now BAU. 26 roadshows and tenant engagement plan underway	
		Set up an ASB working group with multi sector landlords to share best practice, training and guidance on tackling ASB	Mar-25		ASB partner forum w/c 13 October, full conference inc RSL 12 November	Ongoing engagement with stakeholders and RSLs, forum now set up	
		Delivery of a multi-agency ASB strategy by March 26	Jun-26		ASB forum in place, data currently being assessed, draft strategic priorities agreed by group. Public consultation being launched post pre election period.		
4.2	Improve links to health and social care	Review Opportunities for greater integration of Housing to Social Care and Health Transformation	Mar-26	Head of Strategic Housing and Partnerships, Director of Housing and Public Protection	Supporting	Supporting Health & Wellbeing Board with initial mapping exercise of Housing programmes and activities that align with HWB priorities. Exploring options to launch homeless health needs assessment.	Funding identified to support homeless health needs assessment and discussions have taken place at the Homelessness Delivery Partnership.
		Exploration of co-funded roles to extend multi-disciplinary working.	Mar-26		New roles being tested in Hospital (social worker), MASH (Housing officer), Early Help (support workers) and Probation (Housing & Support officer roles). Launch of Making Every Adult Matter MEAM approach to further embed co-working across housing, health & social care systems. Evaluation reporting to be developed by new MEAM coordinator role		
		Establishing shared workforce development opportunities	ongoing		Homelessness Community of Practice actively developing opportunities of shared learning / training. Workforce development audit in Strategic Housing team will identify system workforce development opportunities by January 2026.		
		Develop improved data sharing and analysis	Mar-26		Project scope agreed to test system data sharing across health, social care and housing for young families experiencing homeless. Prototype to be considered across wider cohorts dependant upon learning. Project launched Autumn 2025, partners secured Bloomberg & University of Auckland.		
4.3	Deliver an excellent service to our 10,000 council tenants ensuring our service is compliant with Social Housing Regulatory standards	BCP Homes Improvement Plan in place	Jul-25	Head of BCP Homes, Head of Assurance and Asset Management, Director of Housing and Public Protection	Delivery	Delivery Plan approved at Cabinet 16.7.25 and programme governance in place. Moving in to BAU following inspection. Significant work completed within this plan and positive inspection outcome. Will be reported to Cabinet in March.	
		Resident Engagement Strategy in place	Sep-25		Development of new strategy reaching conclusion - will be presented to Cabinet 29 October 2025.		
		Develop a five-year strategic plan for BCP Homes	Apr-26		Delayed due to inspection and capacity challenges resulting from the implementation of the new housing management system. Will be an item for 27/28.		
		Asset Management Strategy in place	5/4/2026-Mar-2026		Complete and approved by Cabinet.		
		HRA 30 Year Business Plan in place	Oct-25		HRA Business Plan approved at Cabinet November 2025. The outcome for the development programme is a target of 980 new homes over a 10 year period, including the current pipeline of 257. Next step is to identify sites for delivery and extension of the current approved programme of sites.		
4.4	Increase engagement with local landlords	Support the delivery of a Private Sector Landlords Conference	Feb-25	Head of Strategic Housing and Partnerships, Head of Public Protection Head BCP Homes	Completed	Completed - next face to face conference November 2025	
		Continue to engage and network with landlords to consider the opportunities and the risks relating to the Renters Rights Bill, ensuring a Communications Strategy is in place upon Royal Assent in	ongoing		Renters Rights implementation plan underway.	Lobbying government for new burdens funding through Op Jigsaw. MPs lobbied by portfolio holder for clarity and guidance.	
		Further promote the Councils improved relational best practice support offer to Landlords.	ongoing		Interim Renters Rights Lead appointed. Project plan in place to ensure effective implementation. 130 landlords engaged at Nov 25 forum. Ongoing engagement with landlords throughout Renters Rights Act implementation supported by Comms Plan and resource.		
		Develop a Registered Provider Neighbourhood Management Forum	Sep-25		Delayed due to inspection however discussions with SNG and Abri have been positive in terms of approach. Proposed new date of June 26.		
5.1	Ensure fire safety requirements are met across all tenures	Ensure that all actions from the High-Rise Resident Engagement Strategy have been implemented and that residents are provided with relevant information about fire safety	Jul-25	Head of BCP Homes, Head of Assurance and Asset Management, Head of Public Protection	Resident	Resident consultation has been completed. Approved by Cabinet on 29 October 2025. Actions set out within the BCP Homes Improvement Plan.	
		Remediate remaining 13 high rise private buildings with fire risks through engagement and enforcement of landlords and property owners	2029 deadline		Lead officer now in place to progress the work- 1 remediation order in progress for hearing feb 25, 1 notice served by BSR, 1 multi-agency approach being undertaken for a number of properties both 18m and 11m . Remediation order hearing due April. 3 year plan being created for remaining HRRB premises		
5.2	Ensure that private sector housing is maintained and managed to a high standard (including licensing of HMO's)	Continue to engage with landlords to understand pressures on the sector	ongoing	Head of Public Protection, Director of Housing and Communities	Ongoing	Ongoing engagement between service and landlords through landlord forum and joint working through BAU	
		Private Sector Housing Stock Condition Survey	May-25		Complete		

		Evidence base and options appraisal considering Discretionary Licensing subject to resources	Mar-26		Initial discussion on stock condition survey findings has taken place. Capacity challenges have delayed progress. Decision required on level of priority/need for a separate strategy etc.	
5.3	Lead by example on provision of energy efficient and sustainable homes	5 Year Strategic plan, Asset Management Strategy and HRA 30 year Business Plan				
		Survey of all properties below an Energy Performance Certificate (EPC) rating of C	2028	Head of Assurance and Asset Management, Director of Housing and Public Protection	As part of the Governments kickstart a decade of social housing released on the 2nd July, a new EPC grading system is out for consultation currently. We are currently digesting the impact of this. Analysis of our current EPC data is underway to enable a strategy to be designed to ensure that the old and new formats are met. We undertake a new EPC's for all change of tenancy (voids) and when we undertake a stock condition survey. Our analysis will be completed in July	
		Report non-decent homes to BCP Advisory board quarterly	ongoing		Reporting in place. Current level of non decency 0.1%	
5.4	Work with registered providers to ensure maintenance and management continues to meet required standards	Work with registered providers to ensure maintenance and management continues to meet required standards	Jul-25	Enabling Manager	Seeking information from key landlords regarding performance to build oversight and view of compliance across social housing in BCP. This will link to the neighbourhood management RP forum. Delayed due to inspection.	Planning to pick up through networking group.
5.5	Continue to support delivery on free energy advice and grant support for BCP residents	Damp and Mould Improvement Programme in place	Sep-25	Head of Assurance and Asset Management, Community Initiatives Manager	The original Project came to conclusion in June 25. The project was based on information available using the governments consultation document as our baseline. Strong performance against Awaabs Law requirements, now tracked as BAU through performance monitoring.	
		Programme for the Household Support Fund and UK Shared Prosperity Fund will be developed and agreed with the Cabinet Member and Lead Member for Cost of Living once the funding and guidance is confirmed ready for implementation in the 2025/6 financial year.	Apr-25		Funding approved, PDRs issued for implementation and project currently underway and being promoted through the comms team	
5.6	Implement minimum energy performance certificate requirements of Minimum Energy Efficiency Standard (MEES)	MEES will continue to be considered at each inspection in response to complaints.	ongoing	Head of Public Protection	All housing standards complaints checked for epc. Joint plan between TS/technical delivery and PSH to proactively target MEES in 26/27 developed. 375 checks since 1/4/25. 170 in Q3 which corresponds with increase of cases in winter	

Meeting Future Growth Needs						
Action	Deliverables for 2025-2027	Target date	Lead Officers	RAG	Commentary	
1.1	Increase Housing supply through Council Newbuild Housing and Acquisition Strategy (CNHAS) Programme	Deliver 100 new homes through CNHAS programme	Head of Housing Delivery, Director of Investment and Development, Head of Strategic Housing, Director of Housing and Public Protection	Green	36 New homes completed in 2025/26 (across 4 schemes at Templeman House, Grants Close, High Street and Craigmoor Avenue). 2026/27 Delivery forecast as 118 new homes (110 at Hillbourne and 8 homes at Surrey Road). 68 new homes to start at Hawkwood Road in September 2026.	
		Development of a long-term investment strategy for CNHAS as part of the Housing Revenue Account (HRA) 30 Year Business Plan				Mar-26
		Reset the CNHAS Programme following capacity check within the 30-year HRA business plan				Sep 26/April 27
1.2	Scaling up delivery of new private rented homes	Review the PRS delivery programme and consider new delivery as part of Seascope Group new Delivery Plan for the next 5 years			PRS removed from CNHAS following political requirements to focus on affordable homes delivery	
1.3	Regeneration of Key Sites in Bournemouth, Christchurch and Poole	New Partnership Business Plan for Bournemouth Development Company	Director of Investment and Development	Blue	Business Plan approved and work underway to bring forward site for redevelopment. Winter Gardens feasibility has potential for c500 homes.	
		Winter Gardens c500 New Site Development Plan				Jun-25
		Planning consent for new Winter Gardens Scheme				Sep-26
		Holes Bay Road Project - delivery strategy				Dec-26
1.4	Partner Registered Providers to increase supply of affordable housing	309 homes delivered by Registered Providers	Housing Enabling Manager Director of Housing and Public Protection	Blue	389 new homes delivered by registered providers partners through a mix of s106 planning gain and proactive market led opportunities being completed, bringing forward 80 delivered homes from 26/27 in to 25/26.	
		194 homes planned to be delivered by Registered Providers				Mar-26
		Reset of CNHAS Programme to include exploring a range of delivery models and investors including direct delivery and partnerships by JV or with Registered Provider site disposals.				Mar-27
		Develop proposals to package up sites for disposal through a framework or similar mechanism, to allow sites to be advertised to market primarily for provision of affordable housing by a RP, by 2026				Sep 26/April 27
1.5	Attract Inward Investment	Options appraisal within the reset CNHAS programme will set active investment in affordable housing delivery as a key aim.	Head of Housing Delivery Director of Investment and Development	Yellow	Town Centre and place visions being developed to promote inward investment opportunities. Website set up for inward investment opportunities. Noting the investment is not housing specific - and is about commercial and business activity. Grant is via Affordable Housing programmes yet to be confirmed. Disposals may generate additional investment.	
		Reprofiling of the CNHAS programme over the 2025-2028 MTFP, increasing borrowing but not overall investment level.				Jun-25
1.6	Develop new Local Plan including new affordable housing policy	Enablement of the I&D Directorate to deliver the priorities set out in the emerging Local Plan and renewed emphasis of the new Government to increase housing.	Enabling Manager, Director of Planning and Transport	Black	Inspectors advised that submission BCP Local Plan should be withdrawn and this was agreed at Council on 3 June. A timetable for a new Local Plan was agreed by Cabinet on 13 May with submission of the new Local Plan in early 2028 and adoption in Autumn 2028. The timetable means the Local Plan won't be in place for this action plan period.	
		Review the Local Plan in response to the findings of the examiners. New target dates for adoption of a new Local Plan TBC.				Jun-25
1.7	Action removed - Pursue Modern Methods of Construction (MMC)					

1.8	Increase choice of housing in town centres	Sites to be considered within reset CNHAS programme		Director of Investment and Development		National policy (NPPF) recognises that residential development often plays an important role in ensuring the vitality of centres and encourages residential development on appropriate sites in town centres
Actions 9, 10 & 11 moved to Priorities 2&3						
New 1	Review long vacant or stalled sites across BCP that could be used for affordable housing	Audit all long vacant or stalled sites across BCP, assessing potential to deliver affordable housing and producing and options appraisal for these		Director of Investment and Development		As per the motion discussed in Strategy Group (examples of Sydenhams timber/Old James Brothers scrapyard/ former Power Station)

Preventing Homelessness & Rough Sleeping Improving Choice and opportunities for all						
Action		Deliverables for 2025-2027	Target date	Lead Officers	RAG	Commentary
2.1	Ensure no one sleeps rough or lives in places which are not designed as a home	Review Eradicating Rough Sleeping Plan within Homelessness Strategy	Jun-26	Head of Strategic Housing and Partnerships	Green	High level homelessness & Rough Sleeping Strategic Review Timeline proposed in 2025, on Cabinet Forward plan for June 2026
		Review the allocation of the Rough Sleeping Prevention and Recovery Grant for 25/26	May-25		Blue	New Grant Allocation agreed - services rolled on from 2024/25. CSR to determine expected 3 year settlement
2.2	That anyone staying in emergency or temporary accommodation has a rapid rehousing plan specifying their appropriate move-on housing	New Homelessness Partnership governance structure agreed, with strategic coalition and partnership delivery board to oversee progress	Apr-25	Head of Strategic Housing and Partnerships	Blue	Homelessness Delivery Board TOR review completed. Strategic steering group chaired by PH, Independent chair in place for Delivery Board
		New Temporary Accommodation Plan to be in place	Apr-27		Green	Stock Condition Survey initiated, Project Initiation Document and scope agreed. Workstream Activity & Resource planning identified for delivery throughout 2026
2.3	Everyone threatened with homelessness is provided with the advice, assistance and support they need to prevent their homelessness	New Quality Assessment Framework for Supported Housing	Apr-27	Head of Strategic Housing and Partnerships	Green	To commence in line with future commissioning plans for Specialist & Supported Housing. First procurement to begin in June 2026 for floating support service
		Complete an independent systems review of key housing pathways	May-26		Green	Systems review report overview to be presented to Homelessness Delivery Board in May 2026. Learning to be adopted within new Homelessness Delivery Plan.
		Develop a specialist and supported housing strategy	Mar-26		Blue	Some minor delays to publication, Cabinet to consider March 2026
		Review the existing homelessness strategy and specifically the impact of existing prevention initiatives	Apr-26		Green	Homelessness & Rough Sleeping Strategic Review Timeline completed in 2025, on Cabinet Forward plan for June 2026
		Embed a workforce development plan for all frontline workers	Dec-26		Green	New postholder now in post, commenced workforce development audit to feed into plan
		Launch a co-production framework for Homelessness & Rough Sleeping services	Aug-26		Green	Multi-agency working group in place developing a framework alongside PTC, led by Homewards
		Support the delivery of the Homewards Action Plan	ongoing		Green	Strategic Steering Group in place, Delivery Board overseeing AP.
3.1	Implement new Tenancy Strategy	action completed				
3.2	Identify unmet specialist and/or complex housing needs and work to secure additional housing options	Delivery of a Specialist and Supported Housing Strategy Action Plan	Jan-26	Head of Strategic Housing and Partnerships	Green	To be developed following publication of Strategy, workshops in place to develop Action Plans including commissioning planning across each cohort
		Delivery of a Safe Accommodation Strategy & Commissioning Plan	May-26		Yellow	Domestic Abuse Strategy, Safe Accommodation Strategy & Perpetrator Strategy on Cabinet forward plan for July 2026
		Recommissioning plan of Housing Related Support	Sep-26		Green	Initial procurement planning for Housing Related Support floating support service to begin in June 2026
3.3	Previous action re training of staff removed as considered an operational objective and will be addressed within Priority 2 in regard to governance and workforce development					
3.4	Ensure there is an appropriate range and scale of housing options for the area's older population	Review of Extra Care Housing Strategy	Mar-26	Head of Strategic Housing and Partnerships, Director of Housing and Public Protection, Head of BCP Homes, Director of Adult Social Care, Director of Commissioning	Blue	Strategic Delivery Plan to be developed following publication of Strategy, workshops in place to develop Action Plans including commissioning planning across each cohort throughout 2026
		Older Persons Housing Strategy delivered	Mar-26		Blue	
3.5	Ensure Disabled Facilities Grant (DFG) applications are delivered in line with best practice timescales and work towards an improved service which supports prevention and improves the ability of people to live independently	Cross service review of plan to address waiting lists/times	Ongoing	Head of Strategic Housing and Partnerships, Director of Housing and Public Protection, Head of BCP Homes, Director of Adult Social Care, Director of	Yellow	Performance Reviews in place, with ongoing tracking against target monitored bi-monthly. Additional resources agreed to support reduce backlog. Performance improvements in place

		Develop relationships with registered providers to maximise allocation and management of suitable housing and gain commitment around investment	Apr-25	Commissioning		Note actions 1.4 Priority 1
3.6	Explore Key Worker requirements and opportunities	Key Worker housing needs analysis by March 2026	Mar-26	Director of Housing and Public Protection		Discussion on joint BCP Dorset Keyworker study and how this could fit within devolution work
1.9	Release under occupied homes	Tenancy Audit and Consultation of under-occupied council and RP Homes	Mar-26	Head of BCP Homes, Head of Strategic Housing and Partnerships		Tenancy audit programme has commenced for BCP Homes. Wider engagement with RP's planned to secure buy in to an overall assessment of underoccupation across BCP to inform future strategy.
		Phase 1 Under-occupation (social housing) complete	Mar-26			dependent on above
		Needs assessment of owner occupied under occupation requirements	Mar-26			Scheduled for Winter 2025
		Develop an Under-Occupation Plan	Mar-27			Plan to be developed upon completion of tenancy audit consultation
1.10	Bring more empty homes back in to use	Identify funding options to resource at least one officer post for empty homes	Apr-25	Head of BCP Homes, Head of Strategic Housing and Partnerships		Staff in post within BCP Homes to support tenants underoccupying their homes. Resource identified to support development of empty homes programme.
		Pursue allocation of resources to support consideration of acquisitions within the Housing Delivery Team	27-Apr	Enabling manager		Problematic empty premises that meet enforcement thresholds are reactively addressed by Environmental Protection. Multi-disciplinary discussions held on challenging premises between planning, EP and building control. New resource available (absorbed within existing post) which will support development of programme and options for future consideration. Programme options for work are being reviewed.
1.11	Develop a Temporary Accommodation Strategic Plan for the next 5 years	Temporary Accommodation Strategic Plan 2026-2030	Jun-26	Head of Strategic Housing and Partnerships		As per 2.2