CABINET

Report subject	**BCP Homes Performance and Regulatory Compliance Update**
Meeting date	2 September 2026
Status	Public Report
Executive summary	This report provides performance information on how services provided through the Housing Revenue Account (HRA) are delivered to council tenants to support councillors oversight in ensuring 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. It provides an update against key performance indicators for quarter 1, 2026-27 and the Tenant Satisfaction Measures (TSM's) for 2025-26. This report also sets out how BCP Homes ensures that the council, in its role as a Registered Provider of Social Housing, is meeting its regulatory responsibilities under the Social Housing (Regulation) Act 2023 and is engaging with the Regulator of Social Housing.
Recommendations	**It is RECOMMENDED that:** **(a) Cabinet notes the content of this report and raises any issues for consideration by officers.**
Reason for recommendations	To support councillors in ensuring that council services provided to tenants are managed effectively and that regulatory requirements are met.

Portfolio Holder(s):	Councillor Kieron Wilson - Housing and Regulatory Services
Corporate Director	Laura Ambler – Corporate Director for Wellbeing
Report Authors	Seamus Doran – Head of Housing Management
Wards	Council-wide
Classification	For Update

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 Property Maintenance and Tenancy Advice and Repairs 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 consumer standards for landlords as provided by the Regulator of Social Housing (the Regulator).
4. Following an inspection by the Regulator in 2025, the council was provided with a C1 judgement in January 2026 stating that overall, it was delivering the outcomes of the consumer standards. It had demonstrated that it identifies when issues occur and it puts plans in place to remedy and minimise recurrence.
5. 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.
6. 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

7. 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:
    - Voids and lettings
    - Responsive repairs
    - Rent arrears and collection
    - Complaint handling times
    - Information governance
    - Call handling times
    - Anti-social behaviour

8. Quarterly performance reporting to support member oversight was previously agreed by Cabinet as part of the BCP Homes governance review. Capacity to fully implement this reporting has been challenging during the period of regulatory inspection, implementation of the new housing management system and delivery of a significant restructure of BCP Homes. These major programmes have placed substantial demands on operational and management capacity, but they also provide the foundations for stronger performance management and assurance. Members can now be assured that quarterly monitoring and reporting will be the established norm, supported by the newly agreed corporate strategy board oversight arrangements to ensure continued visibility of performance, regulatory compliance, risks and improvement activity.

9. In addition, newly agreed corporate strategy board oversight arrangements will provide a further route for assurance on BCP Homes performance, regulatory compliance and delivery of key improvement activity. This will support alignment between HRA priorities, the council's wider corporate strategy and senior leadership oversight, ensuring that emerging risks, dependencies and progress against agreed actions are visible and can be escalated where required.

10. Reporting on property compliance, for example gas servicing, is undertaken separately and is also reported quarterly to the Advisory Board. Property compliance is also reported to Cabinet annually through the Housing and Property Compliance Update Housing Revenue Account.

11. 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 of tenants and management information held by the council on areas including repairs, complaints, building safety and tenant engagement.

12. 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.

13. Cabinet has previously received updates on performance against the TSM's most recently on the 29 October 2025 through the [BCP Homes Performance Update.](#)

Performance Scorecard

14. The quarterly performance scorecard to the end of quarter 1 2026-27, is set out in appendix 1. It is also provided to the Advisory Board and similar information is provided to the BCP Homes Residents Committee. Commentary on the key performance indicators is provided within the scorecard.

15. Benchmarking is obtained through a subscription service, Housemark, a data, insight and analysis provider for the housing sector in the UK.

16. The role of the Advisory Board is to oversee and scrutinise performance to ensure effective delivery of services provided through the HRA and to support officers and the Portfolio Holder for Housing and Regulatory Services in meeting the council's legal and regulatory requirements. Because of this more detailed operational information is often provided to the Board to help explain concerns with performance or to provide additional insight.

17. Performance on information governance is also provided to the Advisory Board but is not contained within this report as there are separate reporting arrangements within the council for this.

18. At the end of quarter 1 relet times for standard general needs voids was 57.61 days. This is slightly above the median quartile for similar sized local authorities. For sheltered housing voids, 46.21 days, is within the top quartile.

19. The overall re-let target for voids is 40 calendar days. This is measured from the date that a tenancy has ended to the date the next new tenancy commences and this target is within the top quartile of similar sized local authorities' performance.

20. The re-let process involves several stages and some of these can commence when tenants provide the required 28 days' notice of their intention to end their tenancy, for example a tenancy termination inspection and a request for the nomination of the new tenant from the housing register.

21. New reporting allows each stage of the void process to be recorded and performance measured.

22. This indicates that there have been some delays in scheduling the work. This can occur where properties have been vacated in very poor condition that requires clearance or needle sweeping before a thorough inspection can be undertaken by

the surveyor. There has also been an increase in the time taken by the contractor to complete void works including where they have been asked to undertake additional decorating. However, this does have an impact on the satisfaction of new tenants some of whom may find it difficult to undertake decorating even where vouchers are provided.

23. Rent collection rates are low at the beginning of the year as the arrears brought forward forms a higher proportion of the rent due. As the year progresses this forms a smaller proportion, and the collection figure will increase. The end of year figure provides the best benchmarking comparison. At the end of 2025-26 the collection rate of 95.38% was within the bottom quartile of performance. Top quartile performance for similar sized local authorities was 96.93%.

24. Current tenant rent arrears as a percentage of the rent due was 4.19%. This is above the bottom quartile but below the median. As set out in the scorecard there is a difference in performance between the two legacy areas of Bournemouth and Poole. Rent collection and performance monitoring is currently undertaken through two separate housing management systems. From December 2026, these will have moved to a single housing management system which will improve performance monitoring and help better understand where the issues are.

25. Over recent years more tenants have moved from receiving housing benefit paid weekly in advance directly to their rent accounts to universal credit (UC) where rent is paid monthly in arrears directly to the tenant. There is a further delay where tenants then have to arrange for payment to their rent account. This has had an impact on arrears as much less rent is paid in advance. Some work has been carried out that may allow an estimate of arrears caused by UC delays and this information will be provided in future reports.

26. Repairs satisfaction has fallen slightly. This is now gathered through text messaging, rather than telephone calls, which provides less favourable outcomes but is more efficient. Satisfaction remains high and above top quartile as reported through the TSM’s. Performance in completing repairs remains high but below target. Performance for this area and the targets are to be reviewed.

27. Complaint handling times are set by the Housing Ombudsman. Performance is within the top quartile. This is a challenging area as indicated by the increased number of complaints received. This is partly due to increased awareness and a change in the definition of what must be recorded as a complaint in line with the Ombudsman’s Complaint Handling Code.

28. The number of anti-social behaviour (ASB) cases recorded in quarter 1 has fallen. Many cases are now defined as good neighbourhood management cases and not recorded as ASB. There has been an increase in the number of these other cases.

29. The classification of some complaints of ASB as good neighbourhood management cases reflects good practice identified by the Housing Ombudsman in its report Spotlight on: Noise Complaints -October 2022. Many reports involve everyday noise and activities and have been treated and managed as ASB leading to inappropriate responses, for example warning letters, when other actions such as checking sound insulation or mediation would be appropriate.

30. This also enables the ASB team to focus on the most serious cases. While they are responsible for enforcement action, they will also attend multi-agency meetings and work closely with partner agencies to identify solutions, share information, and safeguard vulnerable individuals where appropriate.

31. Where early intervention has not achieved the required outcome, or where the severity of the behaviour necessitates formal action, the ASB team will consider and pursue the most appropriate legal remedies. For the first quarter of this year, the following enforcement actions were undertaken:

Closure Orders	1
Injunctions	1
Community Protection Warnings(CPW)	9
Community Protection Notices (CPN's)	4
Notice of Seeking Possession	1

32. Call handling times have increased. Previously performance was within the top quartile. There has been a small increase in the number of calls and increase in the time taken to answer these. It is not clear why this is this case. Improvements to the housing management system will provide more opportunities for residents to self-serve where they can and reduce the reliance on telephone contact.

Tenant Satisfaction Measures

33. Information to report against the TSM's must be collected as specified by the Regulator in the Tenant Satisfaction Measures - Tenant survey requirements and the Tenant Satisfaction Measures - Technical requirements The council has procured an independent market research agency to undertake the perception survey on its behalf.

34. 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.

35. 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

36. 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's publication requirements.

37. The Regulator publishes data on the Tenant Satisfaction Measures which allows benchmarking with other registered providers. Benchmarking is summarised in appendix 2. This also includes results of the 2021 survey of council tenants and

the perception questions that were asked at that time as well as performance up to 2025-26.

38. Appendix 3 provides a breakdown of the 2025-26 survey results by different sub-groups.

39. 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 are 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.

40. National quartile data is provided by the Regulator and information for 2025-26 will not be available until later this year, usually October. Benchmarking is against the national quartiles as well as the top quartile for local authorities only. Performance is indicated as green where performance is at or above the national quartile and amber where it is above the medium. Red indicates where satisfaction levels are below the national medium.

41. Levels of dissatisfaction have been provided within this report as well as this is important when looking at the effectiveness of services.

42. Overall satisfaction amongst tenants (TP01) has fallen slightly in 2025-26 to 79.6% but is still within top quartile performance. 10% of tenants are dissatisfied with the remainder indicating that they were neither satisfied nor dissatisfied.

43. Overall satisfaction with the repairs service (TP02) has increased significantly over 2025-26. It had fallen during 2024-25 while the inhouse team started dealing with repairs across all homes in Poole. This was a significant undertaking and has the service has become embedded, satisfaction levels have improved. 8% of tenants were dissatisfied with this part of the service.

44. Other satisfaction measures related to repairs, (TP03 and TP04), show that levels of satisfaction have increased and are within top quartile performance.

45. TP05, satisfaction that the home is safe, has also increased. From previous surveys it is clear that tenants do not solely base their response to this from repairs and safety checks carried out to their homes. They also include other factors that impact on their safety such as security of communal areas and anti-social behaviour. 7% of tenants were not satisfied that their home was safe. 12% of tenants were also dissatisfied with how well maintained their home was. Whilst the main reason was damp and mould, anti-social behaviour and problems with neighbours was the second most common reason with security concerns also being expressed as a common reason.

46. Older people and those living in sheltered housing and bungalows are much likely to feel that their home is safe.

47. In relation to damp and mould there are detailed processes that are followed to deal with issues. Many of the incidents of damp and mould are reported by officers and operatives visiting tenant’s homes. Performance in dealing with damp and mould will be reported through the annual Housing and Property Compliance Update to Cabinet and is also provide to the Advisory Board.

48. Satisfaction measures relating to engagement with tenants (TP06 and TP07) are still slightly below top quartile performance. A new Resident Engagement and Communication Strategy was approved by Cabinet last year and a Strategic Communication Plan has been developed to provide resident first, transparent, accessible and evidence led communication with all key stakeholders. This will include key campaigns for 2026-27 such as anti-social behaviour, damp and mould prevention and access for safety checks. There will also be ongoing messaging around performance and how we have acted on resident feedback.

49. A high proportion of our tenants, 84.1% believe that the council treats them with respect (TP08). The levels of satisfaction across most subgroups are high.

50. The level of satisfaction with complaint handling has fallen and at 31.1% is below the median quartile. However, complaint handling response times are high within top quartile or above the median. The main reasons for dissatisfaction are:

- No action taken/issue not resolved
- Never hard back/no updates/lack of communication
- Do not deal with anti-social behaviour/neighbour disputes

51. Whilst anti-social behaviour is a key reason for dissatisfaction additional questions may be required during future quarterly surveys. A recent restructure ensures that additional resources are made available for complaint handling and a small team will now report to a senior manager who will be focused on complaints and service improvement.

52. Satisfaction with the maintenance of communal areas (TP10) has increased and is now just below the top quartile. This was a priority for residents when BCP Homes was created, and a new Neighbourhood team was created to manage this area of work.

53. Satisfaction with how anti-social behaviour is managed has fallen slightly and remains below the median quartile. This was another area of priority for residents when BCP Homes was created, and additional resources have been made available to increase the capacity of the team.

54. There are subgroups where satisfaction is high and at or just below top quartile performance, older tenants, those living in sheltered accommodation and ethnic minority groups.

55. Reasons for dissatisfaction with anti-social behaviour include:

- No action taken/issues not dealt with
- General problems with neighbours
- Complaint about drug dealing/drug use

56. The breakdown by sub-groups provided in appendix 3 identifies where differences in the levels of satisfaction exist.

57. This is also broken down between the two main areas of Bournemouth and Poole. There are differences in the level of satisfaction particularly in relation to overall satisfaction, TP01, where satisfaction is 83% for tenants who live in Bournemouth and 76% in Poole. However, there has been a gradual increase in

satisfaction levels amongst tenants in Poole for most of the measures since the TSM's were introduced but is particular those relating to repairs and maintenance.

58. The remaining TSM's are based on management information. Performance against repairs and building safety are generally within or near to top quartile performance. There has been a greater focus in recent years across the housing sector and performance in relation to building safety is high.

59. The one red rating provided has been reported through the Advisory Board and was in relation to a water risk assessment for one new building which did not meet requirements and was undertaken again.

Proactive regulation by the Regulator of Social Housing

60. The Regulator uses inspections to judge how well a landlord is delivering the outcomes of the consumer standards. In January 2026 it provided BCP Council with a C1 judgement stating that overall, it was delivering the outcomes of the consumer standards.

61. The Regulator was provided with the HRA Delivery plan that was provided to Cabinet in July 2025. This set out the improvements to be made following work to assess compliance with the consumer standards undertaken by HQN. Feedback from residents was also used to inform improvements required. Notable achievements include:

    - Programme of tenancy reviews established to collect household data on our tenants to help understand diverse needs.
    - 30-year Business Plan and Asset management strategy in place for the HRA.
    - Review of governance arrangements of BCP Homes.
    - Development of a Resident Engagement and Communications strategy.
    - Resident Engagement Strategy for High Rise Buildings in place.
    - New service standards agreed and published.
    - Improvements on how performance information is made available to residents.
    - Enhanced approach to dealing with damp and mould and improved reporting.
    - Continued implementation of a new Housing Management system
    - Restructure of BCP Homes to provide additional resources for asset management, finance, performance and resident insight.

62. The continued implementation of the Delivery Plan is overseen through a monthly improvement programme meeting and a Housing Programme Board.

63. As part of the approach to regulation the council must provide the Regulator with the following annual returns:

- Local Authority Data return (since 2019-20) - to ensure compliance with the Rent Standard.
- Tenant Satisfaction Measures (TSM) return (since 2023-24).
- Fire Safety Remediation Survey (FRS) (since 2023-24)

64. There will also continue to be an annual engagement meeting with the Regulator where any issues can be discussed. The next programmed inspection to be undertaken by the Regulator is anticipated to be in the summer of 2029.
65. The council is responsible for ensuring that council services provided to tenants are managed effectively and that they deliver the outcomes of the consumer standards. The is expected to be open and transparent and inform the Regulator in a timely way about any material issues that it feels might result in its failure to deliver the outcomes of the standards, i.e., self-referral. Individuals and other organisations may also make a referral where a landlord is not delivering the outcomes.

Competence and Conduct Standard

66. The new Competence and Conduct Standard comes into force in October this year. The standard will require landlords to take steps to ensure that those staff involved in the provision of services to council tenants have the knowledge, skills and experience required to undertake their role to a high standard. This will be set out within a broad competency framework that the council will need to develop.
67. For senior managers there is a more specific requirement to hold an approved level four or five housing qualification that meets the requirement of the new standard as set out in the Policy Statement on Qualifications Requirements for Social Housing. There will be a transition period to allow existing staff to obtain any qualification required or to supplement existing qualifications with additional training.
68. The standard also requires the development of a formal policy outlining how continuous learning is supported and performance issues are managed. It also requires the development of a code of conduct setting out clear expectations and standards. These will be developed and incorporated into corporate policies in a way that continues to make them easily accessible to and understood by tenants.
69. Tenants must be given meaningful opportunities to shape and influence these documents.
70. External support has been sought to review progress to date and make recommendations to ensure compliance with the new standard. The People and Culture Team are also providing advice and support to ensure that any approach meets corporate requirements.

Chair of the BCP Homes Advisory Board Report

71. New governance arrangements following the review that was presented to Cabinet on the 29 October 2025, requires the Chair of the Advisory Board to provide a summary of Board activity over the last six months which is set out in appendix 4.

72. The Board was provided with regular information regarding performance, property compliance, risk management, resident engagement, governance improvements and meeting regulatory requirements. This helped ensure that services were delivered safety and effectively.
73. Property compliance remains a priority for the Board with assurance being sought on the approach to manging damp and mould and meeting the requirements of Awaab's law.
74. The work of the Board contributed to the C1 regulatory judgement, and it will continue to monitor improvements in key areas including resident engagement and continuing to meet the regulatory consumer standards.

Options Appraisal

75. Councillors should be aware of their responsibilities to ensure compliance with the regulatory consumer standards. They are supported in this by officers and the BCP Homes Advisory Board in its role to scrutinise services to tenants.

Summary of financial implications

76. Cabinet is aware that the need to meet regulatory requirements necessitates additional resources for staff. This has been addressed through the Housing Revenue Account Budget Setting report from a staffing perspective where an additional £615,000 was made available. This additional costs has been factored into the HRA 30-Year Business Plan ensuring continued viability.
77. The consultation on the new structure for BCP Homes has recently been completed and changes will now be implemented to ensure that there is greater emphasis on complaint handling, performance management, compliance and planning for our homes.

Summary of legal implications

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

Summary of human resources implications

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

Summary of sustainability impact

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

Summary of public health implications

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

Summary of equality implications

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

Summary of risk assessment

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

Background papers

None

Appendices

Appendix 1 – BCP Homes Performance Scorecard Quarter 1 2026-27

Appendix 2 – Tenant Satisfaction Measures Summary 2025-26

Appendix 3 – Tenant Satisfaction Measures Respondent Profile 2025-26

Appendix 4 - Chair of the BCP Homes Advisory Board Report