



BCP Council

# Building a Single Housing Service Following LGR

Kelly Deane  
Director of Housing and Public  
Protection

# Housing in BCP



**400,000**  
residents

## Affordability and housing mix

**13×**

household income  
to purchase

**68%**

of average salary  
for renters

**27%**

private rented  
sector

**10%**

social housing  
sector

## Homelessness demand

**1,000**

enquiries a month

**700**

households in temporary  
accommodation

**1,500**

successful prevention  
outcomes a year

Almost 2 years with no family B&B stays over  
6 weeks; BUT position now slipping.

## Rough sleeping

**~100**

individuals

**44%**

reduction  
this year

Sustained high demand  
Entrenched rough sleeping  
Complex needs



## 10,796 homes

- 1163 leasehold
- 9192 social rent
- 375 affordable rent
- 39 low cost home ownership



- 80% general needs
- 20% supported housing
- 55% flats



57% of tenants are under 55



20% of households have children under 18



14% of tenants live in sheltered housing



40% of tenants have a condition that limits their day to day activities



37% of our rented homes are in areas of high deprivation



78% of residents have use of the internet

# Our Journey

2019

LGR – 4  
Council's  
become 1

5000  
Homes –  
Bmth  
Council  
5000  
Homes –  
Poole  
Housing  
Partnership  
(ALMO)

Strategic  
Housing  
services  
merged



2021

Policies  
aligned  
(outside of  
BCP Homes)

New Housing  
Strategy and  
New Build  
Programme

Consultation  
with Tenants

Shadow  
Advisory Board

Operating  
Model review

Senior  
Leadership  
Restructure



2022

BCP Homes  
formed

New  
Advisory  
Board  
appointed

New  
leadership  
structure for  
BCP Homes

Staff TUPE

ALMO  
closed

Initial saving  
of circa  
£400k



2023

New Director

Alignment  
Plan

Compliance  
Focus

Management  
Team  
Restructure



2024

Self Referral to  
RSH

Enhanced  
focus on  
compliance and  
stock safety  
and quality

HQN Self  
Assessment

Alignment Plan

R&M services  
brought in  
house



2025

Alignment Plan  
Challenge

Improvement Plan

Investment in new  
staff requirements

RSH Inspection

New Housing  
Management  
System  
Implementation

Governance Review

Resident  
Engagement  
Strategy

30 Year Business  
Plan

Asset Management  
Strategy



2026

C1 rating

Efficiency  
Plans

Digital  
Strategy

5 Year  
Strategic  
Plan

# LGR - Different histories, one housing service

## What we inherited

**Different operating models**



Clear roles, capacity and governance  
Aligned financial accountability

**Different policies and decisions**



Consistent decisions and processes  
Simple resident journeys

**Fragmented systems and data**



Enabling systems and reliable evidence  
One view of performance and asset needs

**Strong legacy cultures**



Investment in people and partnerships  
One service experience for residents

# Deliver and transform at the same time

**KEEP  
DELIVERING**



**BUILD  
THE NEW  
SERVICE**

**Leadership task: protect both sides of the equation.**

# Protecting frontline services during change



## Service commitments

**Safe homes and reliable repairs**

**Homelessness prevention**

**Accessible resident services**

**Consistent service quality**

## Practical safeguards

Protect operational cover and escalate safety risks early.

Keep clear case ownership and monitor demand and capacity.

Test new processes with residents before wider rollout.

Track outcomes and complaints alongside programme milestones.

**Change should proceed at a pace the frontline can sustain.**

# HRA's - Get the foundations right before building the ambition



**A new authority will naturally want to build. The first duty is confidence in what the existing homes require and what the HRA can sustain.**

# LGR in Practice



## Stronger voice with government

Clearer local accountability



## Partnership benefits



## Took the best of legacy performance

Opportunity to improve services



## Efficiencies

Less duplication, potential savings



## Communication and leadership



## Joint working across housing, health and social care



## Chance to reset

# 7 years on: where are we now?



## HRA services

Almost aligned HRA services and strong foundations.

C1 rating for consumer standards.

Resetting our new build programme with stronger assurance on asset management and investment.

We are prioritising what residents tell us matters most.

## Homelessness

Strong multi-agency partnerships and prevention.

Strong performance in reducing B&B and temporary accommodation use.

Move-on remains challenging.

Good practice in homelessness and housing management.

## Insight and strategy

Better informed about need than ever before.

Pursuing trailblazing models to connect data and enable early intervention.

Housing strategy remains less strong.

The Local Plan is still not in place.

# Key reflections

**LGR is  
resource  
hungry.  
Don't make  
savings  
too soon.**

**Get the basics right  
while building the  
vision.**

**01**

## **Capacity and clear governance**

Resource a programme approach to alignment.  
Use clear decisions, oversight and challenge.

**02**

## **Data, risk and financial assurance**

Understand performance and inherited risks.  
Plan finances robustly. Know your contracts.

**03**

## **The customer experience**

Compare services through residents' eyes.  
Retain best practice and meet Consumer Standards.

**04**

## **Culture and honest communication**

Culture takes time. Be visible to staff, tenants and customers.

Use consultation to shape future plans.

**Thank you**