



*Blackpool Coastal Housing*

# **BUSINESS PLAN 26/27**



# Welcome

## to our Business Plan for 2026/27

Our plan is designed to deliver the best possible services we can for our tenants and customers. As a wholly owned company of Blackpool Council we aim to support delivery of the Council's two key objectives:

*Maximising growth and opportunity across Blackpool*

*Creating stronger communities and increasing resilience*

Our priorities for 2026/27 continue to focus on operating from a strong foundation so that we can ensure our tenants live in safe, warm, affordable, good quality homes.

We know from our stock condition survey programme that our properties are of a decent standard, but we still have work to do on making them more efficient and making our communal areas more welcoming.

We know our repairs service is operating well, and has responded positively to the changes brought about by Awaab's law and other new regulatory standards, but our void turnaround times need to be better.

We have also commissioned in the last year a "mock inspection" from an external company, which has provided vital reassurance in respect of our compliance but also had some helpful recommendations of how we can be even better, including providing more structured support to TOWER tenant scrutiny panel and our other resident engagement panels.

Our Business Plan for 2026/27 is therefore designed to enable our workforce to focus on the things that matter - investing in our existing stock, supporting our tenants, and creating more good quality homes for local residents.

# We said, We did

Our achievements against our last plan produced 12 months ago include:

We said	We did
<p><b>We would maintain quality in our core housing services</b></p>	<ul style="list-style-type: none"><li>— Reviewed how we use performance management data to improve service delivery and set realistic targets that reflect our strategic approach to doing the right thing at the right time</li><li>— Commissioned a “mock inspection” to make sure we really know ourselves</li><li>— Completed a tenant profiling exercise to ensure our services are accessible, especially to those with protected characteristics</li><li>— Continued to review and improve our approach to tackling ASB at an early stage through our new “Neighbourhoods” approach</li><li>— Expanded our furnished tenancy offer</li></ul>
<p><b>We would foster resilience among our tenants and customers</b></p>	<ul style="list-style-type: none"><li>— Increased our capacity in temporary accommodation to support the Council and make best use of stock</li></ul>
	<ul style="list-style-type: none"><li>— Began to review the full spectrum of our “housing plus” services to identify gaps and ensure that there is sufficient capacity</li><li>— Reviewed the provision of tenancy related support within BCH and secured additional investment to expand the offer</li></ul>

## We said

**We would move to the next level in managing Council assets**

## We did

- Worked with the Council to bring forward a new rent setting policy so that we are able to continue investing in our properties and our tenants
- Completed over 90% of stock condition surveys
- Used our annual Tenant Satisfaction Measures (TSMs) and our own internal information to give us insight on performance at a neighbourhood level, which helped us shape more localised service improvements (e.g. communal areas)
- Strengthened our performance in repairs and ensured an effective response to damp and mould

## We said

**We would work with our partners to make an impact on the wider housing market**

## We did

- Further increased our collaboration with Blackpool Housing Company to generate shared learning and efficiencies ( e.g. shared IT systems, joint board meetings)
- Supported the Council's regeneration programme through the provision of people related support to with the engagement activity and relocation
- Continued to support the Council's new selective licensing programme through the provision of attached housing related support

# Our priorities for 2026/27

We believe it is important to have consistency and clarity of purpose for our customers and staff, and therefore our core priorities for 2026/27 remain the same as the past year.

These are:

1

**Maintaining  
quality in  
our core  
services**

2

**Moving to the  
next level in  
managing the  
Council's assets**

3

**Increasing  
resilience**

4

**Making an  
impact on the  
wider housing  
market**

We will do this by:

## Maintaining quality in our core services

Objective	How	Why (measure)	Customer Influence
1. Maximise income through rent and arrears collection	<ul style="list-style-type: none"><li>• Improve performance on FTA's and Rechargeables</li><li>• Update Rent Policy</li><li>• Update Tenancy Agreement</li><li>• Review Evictions</li></ul>	<ul style="list-style-type: none"><li>• To invest in stock</li><li>• To comply with Rent Standard</li></ul>	<ul style="list-style-type: none"><li>• Policy Consultation</li></ul>
2. Maximise tools for tackling ASB, and access to properties	<ul style="list-style-type: none"><li>• Formalise partnership working with colleagues in Council, Police etc to ensure all powers available are utilised</li></ul>	<ul style="list-style-type: none"><li>• To comply with Safety and Quality Standard</li><li>• To protect our customers and stock</li><li>• To improve tenant perception on area of home safety</li></ul>	<ul style="list-style-type: none"><li>• TSMs</li><li>• TOWER review</li></ul>
3. Improve methods for capturing and using tenant voice formally and informally	<ul style="list-style-type: none"><li>• Develop inclusive Customer Engagement Strategy</li><li>• External supported review of, and, with TOWER (to include scope and purpose)</li><li>• Embed culture of professional curiosity and to capture customer feedback, both formal and informal</li></ul>	<ul style="list-style-type: none"><li>• To comply with the Fairness and Transparency Standard</li><li>• To improve TSM Fairness and Respect</li></ul>	<ul style="list-style-type: none"><li>• External consultants will work with TOWER</li><li>• Consultation on new strategy</li></ul>

# Increasing resilience

Objective	How	Why (measure)	Customer Influence
<p>4. Reduce void costs and waiting times for customers</p>	<ul style="list-style-type: none"> <li>● Improve performance on void turnaround through a thorough, evidence based, review</li> </ul>	<ul style="list-style-type: none"> <li>● Housing Revenue Account viability</li> <li>● Customer and shareholder perception of performance</li> </ul>	<ul style="list-style-type: none"> <li>● New tenant surveys</li> <li>● Complaints/feedback</li> </ul>
<p>5. Ensure compliance with regulatory property standards</p>	<ul style="list-style-type: none"> <li>● Introduce processes, policies and resources to improve property access, through both support and enforcement</li> </ul>	<ul style="list-style-type: none"> <li>● Customers are safe in their homes</li> <li>● Customers feel safe (TSM) Positive inspection outcome/maintain reputation</li> </ul>	<ul style="list-style-type: none"> <li>● TSMs safe/well maintained</li> <li>● Consult customers on why no access</li> </ul>
<p>6. Ensure best use of stock</p>	<ul style="list-style-type: none"> <li>● Review and expand (if appropriate) Furnished Tenancies</li> <li>● Seek to develop “sub register” of adapted stock so the right people are allocated the right homes</li> <li>● Explore opportunities to improve communal spaces</li> </ul>	<ul style="list-style-type: none"> <li>● Improved allocations processes for disabled customers</li> <li>● Improve TSM related to communal spaces</li> <li>● Up to date Council Homes Improvement Plan</li> </ul>	<ul style="list-style-type: none"> <li>● Customers consulted on Adaptations policy</li> <li>● TSM feedback on communal spaces</li> </ul>

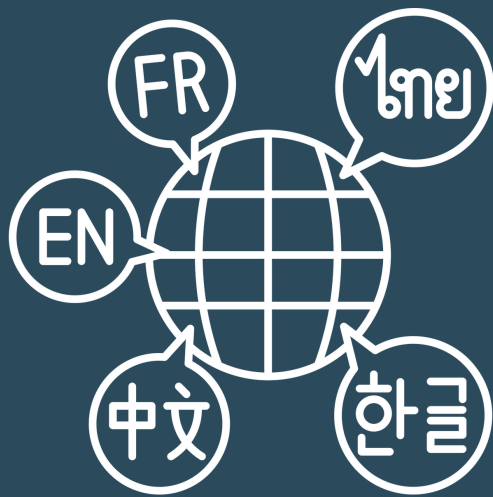
## Moving to the next level in managing the Councils assets

Objective	How	Why (measure)	Customer Influence
<p>7. Ensure the support we are able to offer tenants is accessible and reflects our demographics, and that tenancies can be sustained</p>	<ul style="list-style-type: none"> <li>• Introduce an internal tenancy support offer for tenants requiring housing related support to live independently</li> <li>• Maintain specialist support services for specific groups (Resilience Housing Service, Positive Transitions, Sheltered Housing Service, Young People's Resettlement Service)</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate we know our customers</li> <li>• Reduce pressure in other areas of the system (e.g. Neighbourhoods, Access)</li> <li>• Balance of support and enforcement</li> <li>• Prevent evictions</li> </ul>	<ul style="list-style-type: none"> <li>• Customer profiling exercise (understanding our customers)</li> </ul>
<p>8. Review Sheltered service to ensure that the right people are getting the right support, in the right place</p>	<ul style="list-style-type: none"> <li>• Continue with the strategic direction to replace old/unpopular/ unadaptable accommodation with new (where possible)</li> <li>• Review rents and caseloads to make sure service is fit for purpose and sustainable</li> </ul>	<ul style="list-style-type: none"> <li>• Improve TSMs</li> <li>• Improve quality of accommodation for older people</li> </ul>	<ul style="list-style-type: none"> <li>• Sheltered review has taken place with residents</li> </ul>

# Making an impact on the wider housing market

Objective	How	Why (measure)	Customer Influence
9. Maintain excellent reputation for “delivery”	<ul style="list-style-type: none"><li>• Be well prepared for inspection</li><li>• Maintain high standards across all regulatory spheres</li></ul>	<ul style="list-style-type: none"><li>• To ensure Blackpool is held in high regard and is “investible”</li><li>• To ensure our customers receive a consistently good service and live in safe, warm, affordable homes</li></ul>	<ul style="list-style-type: none"><li>• TSMs</li><li>• TOWER</li></ul>
10. Grow and improve social housing stock in Blackpool	<ul style="list-style-type: none"><li>• Maximise all opportunities to develop, or regenerate Council housing</li></ul>	<ul style="list-style-type: none"><li>• Reduce social housing deficit</li><li>• Create good quality affordable homes for local people</li></ul>	<ul style="list-style-type: none"><li>• Public consultation</li><li>• Consultation with existing residents</li></ul>

To ensure our services are accessible, information can be made available in other formats and languages if required. For more information please get in touch. Alternatively, scan the QR code below.



**Blackpool Coastal Housing**

Coastal House  
17-19 Abingdon Street  
Blackpool  
FY1 1DG

T: 01253 477900  
E: [enquiries@bch.co.uk](mailto:enquiries@bch.co.uk)  
W: [www.bch.co.uk](http://www.bch.co.uk)



**Blackpool Coastal  
Housing**