

BLACKPOOL COASTAL HOUSING



BUSINESS PLAN 2025-2026



Welcome

to our Business Plan for 2025/26

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

These are currently interesting times for providers of council and social housing, with an ever-changing policy and budget landscape, which has picked up pace since the general election in July last year.

We have already seen some changes to Right to Buy in terms of the use of receipts, and other issues are still under consultation. The Social Housing (Regulation) Act was passed in 2023, which means all providers should be preparing for a proactive inspection in the future, and the new government have now confirmed that Awaab's law will also be introduced from October 2025, which has a particular focus on damp and mould.



In 2025/26 it will be important for us to ensure we continue operating from a strong foundation so that we are able to respond to both the challenges and opportunities these changes bring.

You will see from a review of our performance that we have continued to perform well when compared to similar businesses but there is always room for improvement. It is important to BCH, and the Council, to make sure our tenants live in safe, warm, affordable, good quality homes, and we want to continue investing in our existing stock, whilst also creating more good quality homes for local residents. This means making sure we are as efficient as possible, so that we can continue to invest where it is needed.

Meanwhile on a local front, we will be supporting the Council and our sister housing company (Blackpool Housing Company), in delivering an ambitious housing regeneration programme within some of the most deprived areas of Blackpool, which will start to make the significant and long term change to people's living standards, which is so desperately needed.



Blackpool Coastal
Housing



Blackpool Council

In our last plan produced 12 months ago, we said we would...

“Maintain quality in our core housing services”

Over the past year we have...



Maintained our existing external accreditations, but also conducted an extensive self-assessment to ensure we know ourselves, and are ready for future regulation.



Implemented improvement actions in our ASB and Neighbourhoods Team getting them fit for accreditation and inspection.



Worked hard to improve our performance around complaint handling to ensure we are responsive and provide a fair and transparent service to customers.



Maintained high levels of rent collection, despite challenging financial times for our customers.



Completed and let the new council homes at Grange Park, which provides 131 units ranging from 6 bedroom family homes to 1 bed accessible properties for older people.

In our last plan produced 12 months ago, we said we would...

“Move to the next level in managing council assets”

Over the past year we have...

- Commenced a full stock condition survey which will ensure we have an up to date picture of all our current stock.
- Stock condition survey, and all associated works, completed for the first 2,000 properties.
- Continued to update kitchens, bathrooms and rewires, at void stage
- Been successful in securing over £500,000 to improve the carbon efficiency in 96 homes
- Undertaken a number of projects where we are improving surrounding areas of properties and the internal entrances, stairways and landings.
- Undertaken a programme of works to address Fire Risk Assessment recommendations including replacing internal fire doors.

In our last plan produced 12 months ago, we said we would...

"Foster resilience among our tenants and customers"

Over the past year we have...

Consolidated our provision for young people to provide a full pathway from 16+. This includes provision of supported housing accommodation for young people aged 16-17, independent accommodation with floating support for young people aged 18, and supported housing for young people 18-24 who are not yet ready for independent living

Obtained Ofsted Registration for our supported housing accommodation for 16-18 year olds in care

Continued to expand the number and types of emergency accommodation for homeless people to support the Council's temporary accommodation pressures, including the use of our new facility at Clare Street and increasing the number of dispersed units from within the housing stock.

Reinstated the annual staff wellbeing event, and also held a well-received Staff Awards event.

Supported the establishment of a Recovery Hub as part of Jobs Friends and Houses to support the Council's (Public Health) wider recovery agenda.

Continued to deliver the Council's Household Support Fund and utilise our sheltered community rooms to provide warm hubs during the cold winter months to help those in fuel poverty and to maintain social connections.

Continued to support LeftCoast in their "engagement through art" at Hawes Side, Mereside, Boston Way, Revoe and at Claremont.

Received a Cadent Award for Care and Repair around supporting people in financial crisis and with fuel poverty

In our last plan produced 12 months ago, we said we would...

“Work with our partners to make an impact on the wider housing market”

Over the past year we have...



Supported the Council and our sister company, Blackpool Housing Company (BHC), in securing significant housing regeneration monies for the town.



Used our CHIP acquisitions programme to bring additional units of accommodation into the social housing sector.



Utilised the skills of our MPT team to support the Council’s regeneration programme through the delivery of localised engagement and support activity.



Utilised the skills of our MPT team to support the Council’s “Decent Homes Pilot”, in inspecting over 1,000 properties in the private rented sector.



Worked with our sister housing company BHC to deliver the final phase of new-build accommodation at Grange Park including the opening of a new sheltered housing scheme, and supported the community to settle into the new accommodation and area.

PERFORMANCE DATA

We collect a significant amount of performance data to make sure we can measure our improvement and spot areas of concern before they become a problem. The information we collect has been adapted and enhanced to align with the national Tenant Satisfaction Measures (TSM's) so our tenants can be assured of the best possible levels of service and transparency.

The tables within this Business Plan shows the key measures (KPI's) the Board, Senior Management Team, and the Council, will be looking at regularly throughout the year.

The revised Board scorecard reflects the newly published Tenant Satisfaction Measures which will be used to measure performance of all social housing providers.

The KPI's will be backed up by scrutiny of key areas of activity via the TOWER team of tenants giving their time and expertise to improve performance. The Board and the Audit committee will do in-depth assessments and scrutiny of key service areas along with our internal Performance Reviews.

MANAGEMENT INDICATORS

Description	2024-25 Result	2023-24 Result	Change Between Years	RSH Upper Quartile 2023-24
Homes that do not meet the Decent Homes Standard	0.04%	0.04%	0%	3.43%
Non-Emergency Repairs	92.26%	89.08%	3.19%	89.2%
Emergency Repairs	99.57%	98.29%	1.28%	98.7%
Gas Safety Checks	99.84%	99.94%	-0.10%	100%
Fire Safety Checks	100%	99.57%	0.47%	100%
Asbestos Safety Checks	100%	100%	0%	100%
Water Safety Checks	100%	100%	0%	100%
Lift Safety Checks	100%	100%	0%	100%

Description	2024-25 Result	2023-24 Result	Change Between Years	RSH Upper Quartile 2023-24
Stage 1 Complaints relative to the size of the landlord (per 1000 properties)	33.15	44.08	-10.93	24.4 (LQ)
Stage 2 Complaints relative to the size of the landlord (per 1000 properties)	7.5	9.4	-1.9	3.2 (LQ)
Complaints responded to within Complaint Handling Code timescales - Stage 1	98.79%	97.00%	1.79%	82.3%
Complaints responded to within Complaint Handling Code timescales - Stage 2	100%	93.35%	3.65%	83.6%
Anti-Social Behaviour cases relative to the size of the landlord	140.85	161.9	-21.04	20.7
Hate Related Cases relative to the size of the landlord	0.63	1.46	-0.83	0.2%

TENANT SATISFACTION MEASURES

The UK government have produced a list of TSM's to help the Regulator of Social Housing (RSH) monitor how well a Social Landlord is performing. As part of these measures, Social Housing Landlords have to provide a survey for its customers to complete. A total of 1149 surveys were completed, representing a 24.8% response rate. Below is an overall summary and percentage of customers satisfied.

Overall satisfaction with BCH

79.22%

RSH UQ 23/24
78.4%

Satisfaction with repairs

83.23%

RSH UQ 23/24
78.7%

Satisfaction that the home is well maintained

77.19%

RSH UQ 23/24
77.6%

Satisfaction with the time taken to complete a repair

81.81%

RSH UQ 23/24
75.3%

Satisfaction that BCH keeps tenants informed

71.40%

RSH UQ 23/24
75.09%

Satisfaction that BCH listens to your views and acts upon them

66.06%

RSH UQ 23/24
67.9%

BCH makes a positive contribution to neighbourhoods

63.89%

RSH UQ 23/24
70.4%

Satisfaction that the home is safe

79.02%

RSH UQ 23/24
82.5%

Satisfaction with BCH's approach to handling complaints

51.4%

RSH UQ 23/24
41.1%

Satisfaction that BCH keeps communal areas clean and well maintained

62.24%

RSH UQ 23/24
71.4%

Agreement that BCH treats tenants fairly and with respect

75.94%

RSH UQ 23/24
82.8%

Satisfaction with BCH's approach to handling ASB

59.09%

RSH UQ 23/24
64.8%

RSH figures taken from the Headline Report 2023/24 - which compared the TSM results of all large landlords (those with a 1000+ properties). Results in the upper quartile (UQ) means we are performing in top 25% of large social housing landlords.

CHALLENGES AND OPPORTUNITIES

Our wider challenges remain similar to previous years and are related to our dysfunctional local housing market, and national pressures such as the continued cost of living pressure for many of our residents. We will continue therefore to retain focus on providing good quality, warm, safe, affordable homes, and supporting our tenants and communities through tough times.

The challenge for Blackpool

THE HOUSING MARKET:

Blackpool's housing market is failing in terms of quality, stability and security, particularly in the private rented sector. Supply is not the primary issue, but quality is, and we do not have sufficient social housing to meet local needs. With this dysfunctional housing market comes an increased pressure on public services and contributes to our residents having some of the poorest health outcomes in the country. Our shareholder, the Council, is clear that the future prosperity of the town and its' residents lies in two key objectives – maximising growth and opportunity across Blackpool, and creating stronger communities. Good quality, secure, affordable housing is central to both these objectives.

THE COST OF LIVING CRISIS:

Our fundamental purpose of providing stable, secure and affordable housing to those in need remains the same. We have seen a greater pressure on income collection as disposable income is restricted and the rising cost of energy and food put households under ever increasing pressure. We will need to continue to directly support our tenants and also work in partnership with organisations across the town to maximise the use of our community centres.

We will retain an agile working culture as this has proven to be a benefit to many staff while retaining high levels of productivity but will also be reviewing our accessibility levels to make sure they are still fit for purpose and that our customers can contact us when they need us, in a way that works for them.

CLIMATE CHANGE:

Since our last plan we have completed the 131 new homes at Grange Park which contain a number of energy saving measures, including solar panels and heat pumps, and we will aim to make sure any new homes we build are as close to carbon neutral as possible. The challenge remains however in respect of our existing stock as we still need to see technology progress to be able to deliver heating systems that are both affordable and carbon neutral. We will however continue to focus on the fabric of our current stock wherever we can, and seek to use any external funding available to make our home more efficient and reduce our carbon footprint.

The opportunities

Despite the continuing challenging operating environment, there are also a number of significant opportunities in the 12 months ahead. In brief these include some of the following:

REGULATION:

As well as the new regulatory environment for social housing providers, new legislation in the shape of the Renters Reform Bill is currently passing through the House of Lords which should, over time, create a greater degree of quality and stability within the private rented sector. Alongside this Blackpool Council has received Secretary of State approval to introduce selective licensing within 8 inner wards of Blackpool. This will continue the positive work of the Decent Homes Pilot through an expanded proactive inspection programme, which will hold landlords to account and provide support to vulnerable tenants. Consultation is also under way on the implementation of the Supported Housing Regulation Act passed in 2023. The main purpose of the act was to create greater local control over quality and supply, but as a provider ourselves, this creates both challenges and opportunities.

Meanwhile the Council and BCH continue to jointly respond to the requirements of the Awaabs Law and the Social Housing Regulation Act, in preparation for a proactive inspection at a future date.

FUNDING AND SUPPLY:

The new government has expressed a clear ambition to bring forward more social housing and to providing the funding to enable this. Although HRA's are under increasing pressure, Blackpool Council is still in a relatively good position to respond to these opportunities, and our continued move towards shared services with BHC will also create further efficiencies and opportunities for investment.

REGENERATION:

Perhaps Blackpool's greatest opportunity lies in delivering the Council's ambitious housing regeneration programme which has received £90m funding from Homes England for a first phase. We will be working closely with the Council and Blackpool Housing Company to support this programme, as its success is vital in order to make the significant and long term change to people's living standards so desperately needed.



Our Priorities for 2025/26

OUR VISION AND VALUES:

“ —
Inspiring people to build
sustainable communities ”

We believe all at BCH have a pride in what they do, they care about their customers and work hard to deliver positive outcomes in all that they do. In short they demonstrate:



Positivity



Respect & Compassion



Integrity



Dynamism



Energy

We also believe in listening closely to the views and voices of our tenants, and using this vital information to help inform service delivery and improvements. This will be a “golden thread” throughout the business plan, which will be used to inform our discussion around service plans, individual plans and performance management.

Our Priorities for 2025/26

Maintaining quality in our core services:



Review 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.



Make sure we understand our data and what is in our control, and what is not so that we can prioritise activity towards things that are in our control.



Exploring alternatives to external accreditation to make sure we really know ourselves, and reassessing how we reflect industry best practice, taking into account the diminished number of ALMO's.



Fully understand the needs of our tenants and ensure our services are accessible, especially to those with protected characteristics (e.g. tenant profiling, reception access).



We will develop our relationship with our partners to improve how we maintain the shared spaces BCH operates within, including the management of our green spaces, waste collection and recycling.



Collaborate with the Council's public protection team on a joined up approach to areas of commonality (e.g. neighbourhoods, ASB and property access).



Explore the feasibility of undertaking a review of the tenancy agreement in conjunction with the Council.



Continue to review and improve our approach to tackling ASB at an early stage through our new "Neighbourhoods" approach.



Further embed and expand our furnished tenancy offer.

Moving to the next level in managing the councils assets:



Delivering a continued programme of capital investment designed to keep all our property at Decent Homes Standard or above.



We will work with the Council to review Council Homes Investment Plan to align our work with the wider housing market investment programme while seeking to grow the social housing stock where we have the opportunity.



Work with the Council to bring forward policies and practice that will protect and strengthen the HRA so that we able to continue investing in our properties and our tenants.



Conduct a further 2,000 stock condition surveys.



Deliver wave 3 of SHDF to improve the EPC ratings of 96 homes.



Continue to improve our sheltered housing offer with the addition of a further 25 fully accessible units being developed on Whitegate Drive.



We will use the annual Tenant Satisfaction Measures and our own internal information to give us insight on performance at a neighbourhood level. This will help us shape and develop ideas for more localised service improvements.



Explore how we can make best use of existing and new stock to meet the needs of our residents.



Continue to work positively and collaboratively across all areas of the organisation to improved performance within voids and repairs.

Increasing resilience:

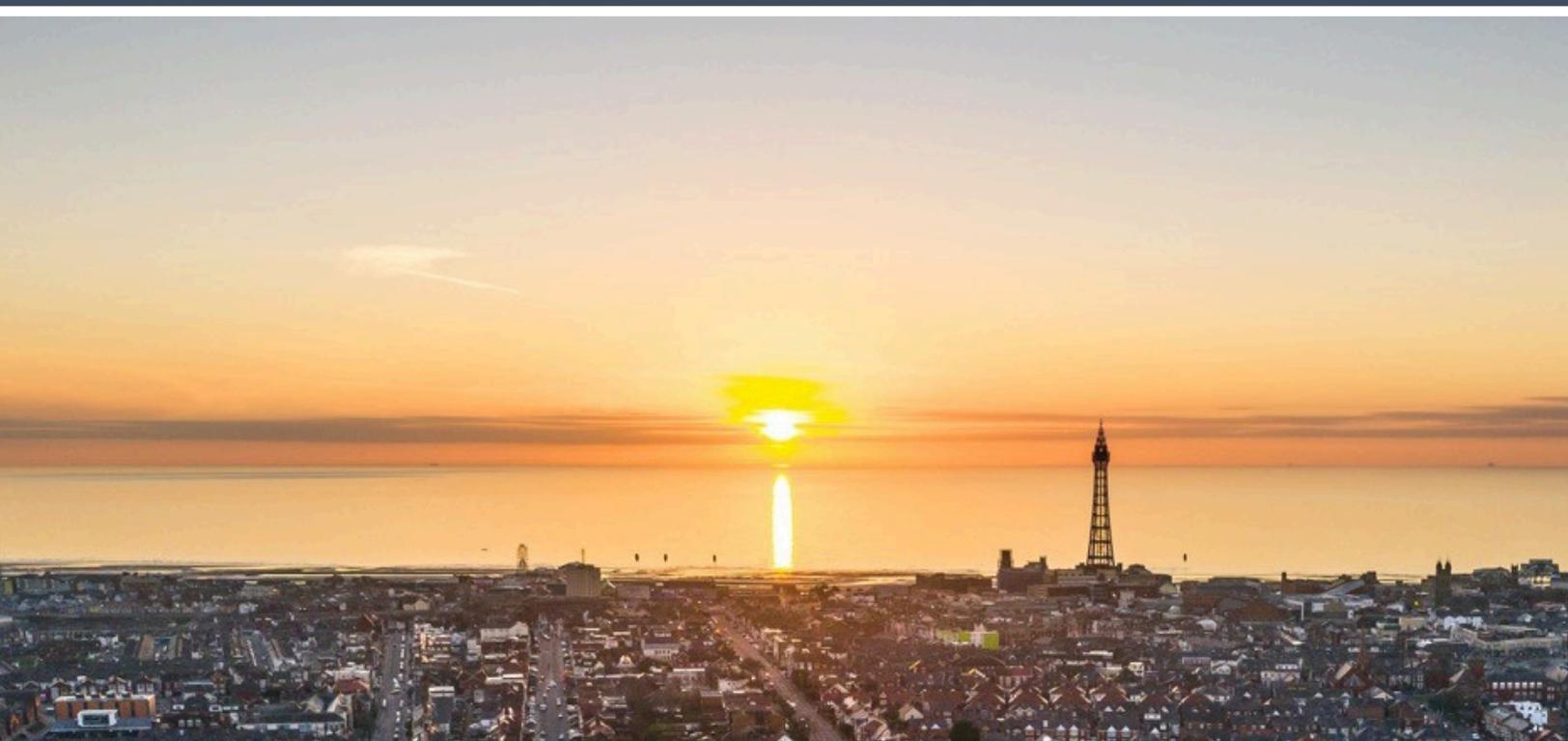
Seek to work with our community partners to maximise the use of our community centres to help alleviate the cost of living crisis all our communities face.

Continue to work with our partners in health to jointly invest in tackling poor health by creating opportunities for people to engage in physical activity, and by focusing on prevention and resilience and maximising the access to good quality, stable and affordable housing.

Review our portfolio of temporary accommodation to ensure that it is fit for the future.

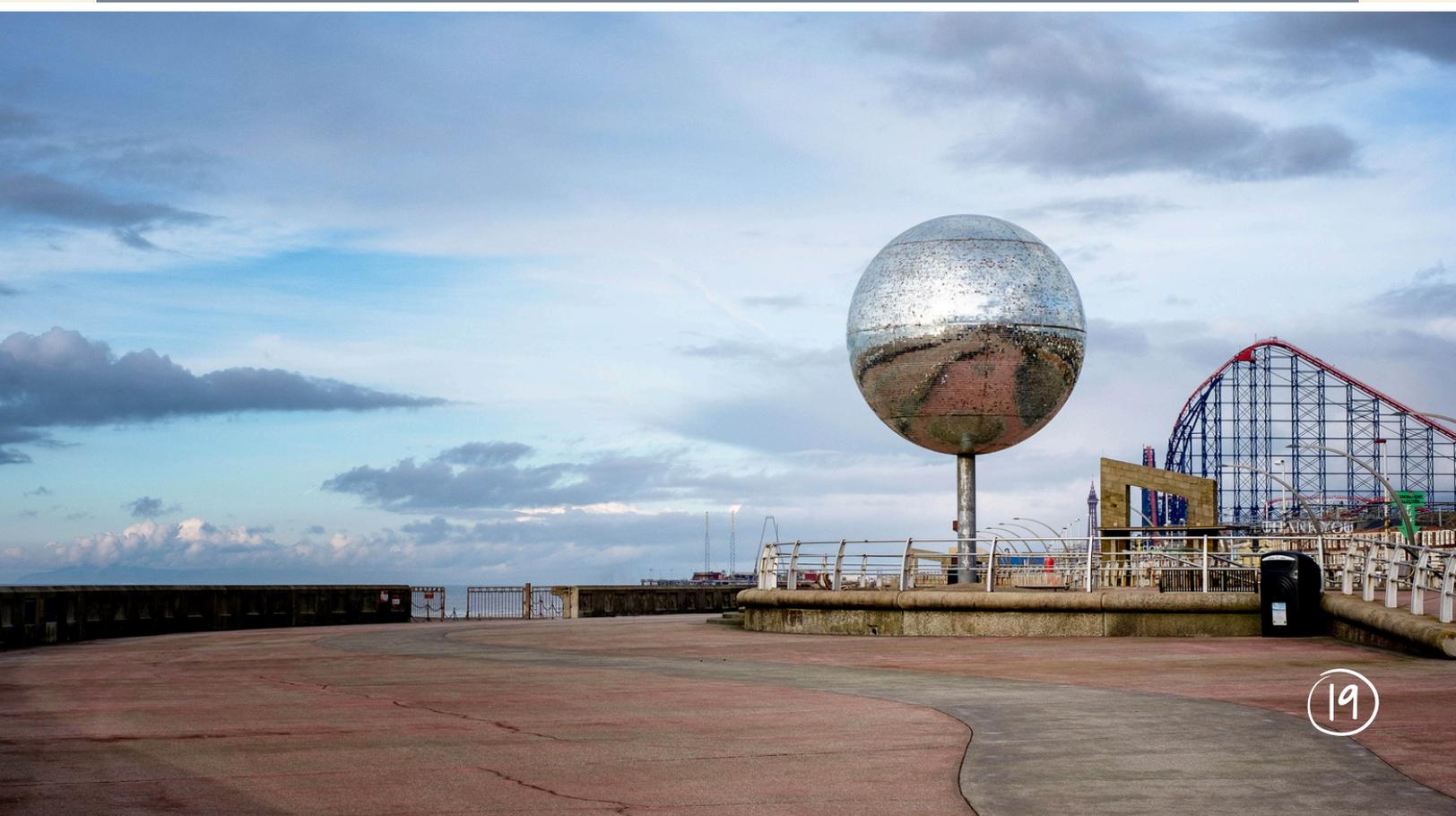
Review the full spectrum of our “housing plus” services to ensure that there is sufficient capacity and the services are both delivering on the Council’s objectives, and complementing our core housing services.

Review the provision of tenancy related support within BCH and the wider town to understand any gaps.



Making an impact on the wider housing market:

- Continue to address the problem of steel framed properties in the Haweside area as part of a wider neighbourhood renewal plan.
- Fully explore the opportunities for greater efficiency and impact on the wider housing market through the delivery of shared services with Blackpool Housing Company.
- Support the Council's regeneration programme in whichever way we can , including the provision of people related support to support with the engagement activity, and potential disruption.
- Similarly, use the skill and expertise of our MPT team to support the Council's new 5 year selective licensing programme through the provision of attached housing related support.



Blackpool Coastal Housing believes in access for all. To ensure the services provided by Blackpool Coastal Housing are accessible, information can be made available in a variety of formats and languages if required. For more information about these services please telephone 01253 477900 or email enquiries@bch.co.uk



Blackpool Coastal Housing wierzy w dostęp dla wszystkich. Aby zapewnić dostępność usług świadczonych przez Blackpool Coastal Housing, w razie potrzeby informacje mogą być udostępniane w różnych formatach i językach. Aby uzyskać więcej informacji na temat tych usług, zadzwoń pod numer 01253 477900 lub wyślij e-mail na adres enquiries@bch.co.uk



Blackpool Coastal Housing 相信所有人都可以使用。為確保黑浦沿海住宅提供嘅服務係可以接觸到嘅，如果需要，可以以多種格式同語言提供資訊。如需更多有關呢啲服務嘅資訊，請致電 01253477900 或電郵至 enquiries @ bch.co.uk



مسکن ساحلی بلکپول به دسترسی برای همه اعتقاد دارد. برای اطمینان از دسترسی به خدمات ارائه شده توسط مسکن ساحلی بلکپول، می توان اطلاعات را در قالب ها و زبان های مختلف در دسترس قرار داد.

جهت کسب اطلاعات بیشتر در مورد این خدمات با شماره 01253 477900 تماس حاصل فرمایید یا ایمیل



خانوبه ره ی بلاکپول باوه ری به دهستگه یشتن به همموان هه یه. بو دلیابوون لهوه ی خزمه تگوزاریه کانی Blackpool Coastal Housing به رده ستن، ده توانریت زانیاری به شیوازی جوراوجور و زمانی جوراوجور به رده ست بکریت هگهر پیویست بیت. بو زانیاری زیاتر له سهر هم خزمه تگوزاریاه تکایه په یوهندی بکن به ژماره 01253 477900 یان ایمیل enquiries@bch.co.uk



Blackpool Coastal Housing tic piekļuvei visiem. Lai nodrošinātu, ka Blackpool Coastal Housing sniegtie pakalpojumi ir pieejami, vajadzības gadījumā informāciju var padarīt pieejamu dažādos formātos un valodās. Lai iegūtu vairāk informācijas par šiem pakalpojumiem, lūdzu, zvaniet pa tālruni 01253 477900 vai rakstiet uz e-pastu enquiries@bch.co.uk



بلیک پول کوسٹل ہاؤسنگ سب کے لئے رسائی پر یقین رکھتا ہے۔ اس بات کو یقینی بنانے کے لئے کہ بلیک پول کوسٹل ہاؤسنگ کے ذریعہ فراہم کردہ خدمات قابل رسائی ہیں، اگر ضرورت ہو تو معلومات کو مختلف شکلوں اور زبانوں میں دستیاب کرایا جاسکتا ہے۔ ان خدمات کے بارے میں مزید معلومات کے لئے براہ کرم 01253 477900 پر فون کریں یا enquiries@bch.co.uk ای میل کریں۔

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