

bdht 2020 Statement of Compliance:

Regulator of Social Housing:
Consumer Standards



bdht Local Offer to Tenants

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Key Regulatory Documents:

- Regulating the Standards: Regulator of Social Housing (RSH) March 2019 and March 2020
- A guide to regulation of registered providers: HCA May 2015
- Tenant Involvement & Empowerment Standard: July 2017
- Home Standard: April 2015
- Tenancy Standard: April 2015
- Neighbourhood & Community Standard: April 2015
- Consumer Regulation Review: RSH 2018/19, 2017/18, HCA; 2016/17, 2015/16, 2014/15, 2013/14, 2012/13
- Sector Risk Profile: RSH; 2019
- Guidance on the regulator's approach to intervention, enforcement and use of powers: RSH December 2019

Reference Documents:

Benchmarking Note – unless otherwise stated all benchmarks referenced in this report are based on Housemark LSVT Central Club 2018/19 Full Report

Key Sources of Assurance

2019/20	
External Auditor	Mazars 45 Church Street Birmingham B3 2RT
Internal Auditors	Beever & Struthers St.George's House 215-219 Chester Road Manchester M15 4JE
Treasury Management	David Tolson Partnership Ltd Richard House 9 Winkley Square Preston PR1 3HP
Legal Advisors	Trowers & Hamblins LLP 55 Princess Street Manchester M2 4EW
Business Plan Advisors	Altair Consultancy & Advisory Services Ltd, Tempus Wharf, 29a Bermondsey Wall West, London, SE16 4SA
Employment and Health and Safety Advisors	Citation Kings Court, Water Lane, Wilmslow,

	Cheshire, SK9 5AR
Gas Safety	Gas Safe PO Box 6804 Basingstoke RG24 4NB
Disaster Recovery	Central Networks & Technologies Ltd Rowan House Sandbrook Way Rochdale OR11 1LQ
Landlord Health & Safety	Pennington Choices Brookfield House Grimsditch Lane Norcott Brook Warrington WA4 4EA
Cyber Security	Defendza 51 Frederick Road Manchester M6 6FP
Fire Risk	Fire Surveys First Floor 7A Market Street Crediton Devon EX17 2EE

Introduction

Each year the bdht Board publishes an assessment of compliance with the Regulator of Social Housing (RSH) regulatory standards. The Board has delegated the Compliance Committee to undertake a detailed assessment of compliance against the RSH “economic standards” whilst the Residents Scrutiny Panel undertakes the same role in respect of the RSH “consumer” standards. These detailed assessments will be published on the bdht website and summarised within the Annual Report to Residents. Within the annual accounts the bdht Board publish a statement of compliance with the Governance and Financial Viability (GFV) Standard.

This assessment has been undertaken by the bdht Resident Scrutiny Panel. Members of the Panel completing the assessment are:

Edwina Evans	Chairman of the Panel		Karen Moore	Tenant Member
Pat Horsley	Vice Chair/Chair Elect		Judith Barker	Tenant Member
Justine Fitzer	Tenant Member		Janet Lacy	Tenant Member
Brian Palmer	Shared Ownership Member		Jeanette Guise	Leasehold Member
Annemarie Hulley	Tenant Member		Peter Worthington	Tenant Member

The Resident Scrutiny Panel has met quarterly since formation in October 2011 to monitor and scrutinise bdht performance against the national regulatory standards and bdht local offer to tenants. The Resident Scrutiny Panel has undertaken a detailed assessment of bdht performance during 2019/20 against the RSH consumer standards and the bdht offer to customers.

Overview

2019/20 was the fourth and final year of annual 1% rent reductions. Bdht has kept its promises to residents by maintaining services whilst cutting costs. The Resident Scrutiny Panel are satisfied that bdht comply with RSH national consumer standards and has generated high levels of tenant satisfaction as demonstrated through the 2019 Star Survey and on-going transactional surveys.

- Overall satisfaction with bdht as a landlord is above the benchmark median at 89.90%
- A Net Promoter Score of +42 (bdht's highest ever Star Survey score).

Tenant Involvement & Empowerment Standard

Bdht continues to demonstrate its commitment to excellent customer service through;

- Staff living the values (for example very high satisfaction scores in relation to staff attitude, compliments received and the results of mystery shopping);
- On-going training and support being provided to staff to deliver excellent service;
- Investment in technology to make it easier for customers to contact bdht (Mybdht) and for staff to respond (mobile technology).
- Bdht listens to customers through on-going surveys, focus groups and the RSP and puts feedback into action. The role of residents in governance structures has been strengthened in 2020 with the RSP now reporting directly to Board.
- Bdht is not however perfect, things do go wrong in a minority of customer interactions. Bdht has in place a well established complaints process. Although revised targets were not met during 2019/20 we have nevertheless seen more complaints resolved more quickly. The level of complaints upheld demonstrates that bdht is not defensive and seeks to rectify issues and learn from complaints

Bdht can still improve performance through the delivery of the Star Survey Action Plan and full implementation of the Resident Involvement Action Plan.

Home Standard

Bdht continues to maintain homes to the Decent Homes Standard. The 2019/20 planned works programme was delivered on schedule generating extremely high levels of customer satisfaction (99.48%).

bdht delivers a value for money repairs service with relevant sector scorecard metrics either top quartile or better than the median Tenant satisfaction (2019 Star Survey) with the repairs and maintenance remains top quartile whilst satisfaction with the quality of the home is above the median average.

All repairs are delivered by appointment with three choices in time slots available. Most jobs are completed “right first visit”.

Bdht has invested heavily to maintain residents health and safety. Regular checks and inspections are carried out in regard to gas, electrical, lifts, legionella, fire and asbestos safety. Performance in completing regular checks and follow up works is good with outstanding checks and works at year-end resulting solely from customers failing to provide access. This commitment is recognised by tenants with 95% stating that bdht is “good” at looking after their health and safety.

Bdht provides financial support to the NHS Occupational Therapy service to ensure that where tenants homes require modification to meet changing needs, these needs can be assessed as soon as possible.

Bdht can still improve and the Star Suvey did highlight dissatisfaction amongst tenants

- With the time to replace condensed glazing units, and
- The need to replace inefficient storage heating systems.

These issues are included within the Star Survey Action Plan approved by Board.

Tenancy Standard

Bdht work closely with local authority partners offering 75% of allocations to local authority nominees. Bdht continue to work with the local Home Choice Plus choice based letting scheme.

Bdht has an Allocations and Tenancy policy setting out lettings criteria to ensure that the best use of scarce stock is maintained. Although not hitting target satisfaction with the lettings process remains high.

Stock turnover was lower during 2019/20 than previous years with average re-let times in the benchmark top-quartile.

Bdht now only grants fixed term tenancies for either 2 or 5 years in very limited circumstances.

Neighbourhood and Community Standard

Bdht is committed to work ever closer with partner agencies (Board SLWG) to help build “excellent communities with passion and pride”. The Housing and Communities directorate have a number of plans in progress, such as local community plans and enhanced estate walkabouts which have the potential to make a real difference to communities and the lives of those living in these communities.

A detailed assessment against RSH consumer standards and the bdht local offer and all recommendations for improvement are set out below.

The Resident Scrutiny Panel are satisfied that bdht comply with RSH national consumer standards.

Resident Scrutiny Panel June 2020

RSH “Consumer” Standards

- **Tenant Involvement & Empowerment Standard 2017**
 - **Home Standard 2015**
 - **Tenancy Standard 2015**
- **Neighbourhood & Community Standard 2015**

The Regulator of Social Housing Regulatory Framework – Consumer Standards

The regulatory framework for social housing in England is made up of:

- regulatory requirements – what registered providers need to comply with
- codes of practice – a code of practice can amplify any economic standard to assist registered providers in understanding how compliance might be achieved
- regulatory guidance – this provides further explanatory information on the regulatory requirements and includes how the regulator will carry out its role of regulating the requirements.

The RSH regulatory standards for social housing in England are at the core of RSH regulatory requirements. Each standard sets out required outcomes and specific expectations of registered providers.

The role of the RSH is to proactively regulate the 3 standards which are classified as ‘economic’. These are

- the Governance and Financial Viability Standard
- the Value for Money Standard
- the Rent Standard

The Compliance Committee is delegated to undertake an annual assessment of compliance against these “economic” standards.

The remaining 4 standards are classified by the RSH as ‘consumer’ where the role of the RSH is reactive in response to referrals or other information received. The RSH will only intervene where failure to meet the standards has caused or could have caused serious harm to tenants. The consumer standards are

- the Tenant Involvement and Empowerment Standard
- the Home Standard
- the Tenancy Standard
- the Neighbourhood and Community Standard.

bdht compliance with these “consumer” standards is assessed each year by the Residents Scrutiny Panel reporting to Board.

Standard	Tenant Involvement & Empowerment: Customer Service, Choice and Complaints
Required Outcomes : 1.1 Customer service, choice and complaints	
<p>1.1.1 Registered providers shall:</p> <ul style="list-style-type: none"> a. provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards b. have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly. 	
Specific Requirements: 2.1 Customer service, choice and complaints	
<p>2.1.1 Registered providers shall provide tenants with accessible, relevant and timely information about:</p> <ul style="list-style-type: none"> a. how tenants can access services b. the standards of housing services their tenants can expect c. how they are performing against those standards d. the service choices available to tenants, including any additional costs that are relevant to specific choices e. progress of any repairs work f. how tenants can communicate with them and provide feedback g. the responsibilities of the tenant and provider h. arrangements for tenant involvement and scrutiny. <p>2.1.2 Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a</p>	

complaint. Providers shall inform tenants how they use complaints to improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints. Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.

Bdht Compliance Position: Compliant

Registered providers shall provide tenants with accessible, relevant and timely information about how tenants can access services

bdht provides customers with a variety of access routes to services which include:

- Mybdht customer on-line self-service portal;
- "Freephone" for office and out of hours telephone calls,
- In person at our offices and at home,
- Text,
- Email, and
- by letter.

These channels are set out on the bdht [website](#), the Customer Care Service Standard and within the Annual Report to Residents.

Customers are also able to access services via social media (Twitter and Facebook).

bdht opening times are displayed at bdht offices and the website. bdht offices are open 8.30 am to 5.00 pm Monday to Thursday and 8.30 am to 4.00 pm on Fridays.

Customer information is immediately available to front-line staff to enable services to be customised around individual needs.

Registered providers shall provide tenants with accessible, relevant and timely information about: the standards of housing services their tenants can expect.

Working with residents bdht has developed a local offer for tenants which sets out the type and quality of service residents can expect from bdht. Supporting this over-arching offer are service specific standards, developed with residents, setting out in detail exactly what customers can expect when engaging with the service. During 2019/20 these service standards were republished following a full review by members of the Residents Scrutiny Panel. Service standards are published and available from reception. Core service standards have been sent to all tenants and issued to all new tenants.

The local offer is set out in full in the Annual Report to Residents which is available online. This is reviewed annually by the Resident Scrutiny Panel. Indicators with SMART target are agreed annually by the Resident Scrutiny Panel to monitor delivery against the offer.

bdht information is available in large print, audio and easy-read. Translations are available on request.

Registered providers shall provide tenants with accessible, relevant and timely information about: how they are performing against those standards

The Annual Report to Residents provides tenants and stakeholders with a summary of performance during the year in delivery of the local offer and service standards. The Resident Scrutiny Panel monitors and scrutinises performance (quarterly) and from this produces this annual assessment of performance and the Annual Report to Residents.

The Resident Scrutiny Panel monitor performance through local offer performance indicators, business key performance indicators, complaints analysis, Tenant Mystery Shopping, customer surveys, focus groups, audits and detailed service scrutiny.

Residents also receive annual performance updates via social media.

Registered providers shall provide tenants with accessible, relevant and timely information about: the service choices available to tenants, including any additional costs that are relevant to specific choices

During 2019/20 bdht delivered all response repairs by appointment, improving on already high levels achieved over the last four years.

	2015/16	2016/17	2017/18	2018/19	2019/20
Percentage of Repairs Completed by Appointment	99.77%	99.74%	99.74%	100%	100%

Confirmed repair appointments are offered in slots of AM 8:30 – 12:30, PM 12:00 – 17:00 (Fri 16:00) Mid 10:00 – 14:00 with flexibility and choice offered around “first appointment of the day” and tenant commitments such as the “school run”. Where tenants cannot make

appointments during core times bdht provide Saturday appointment slots for repairs taking up to two hours, including gas, electrical, carpentry and plastering works. An emergency repairs service is accessible outside of core office hours.

Bdht also offer choice in many planned works programmes, for example bathroom, kitchen and door replacement programmes.

bdht ask customers to give their preferred method of contact. This is recorded on QL so that wherever possible bdht communicate using this preferred method.

Tenants are also given choice in how they pay their rent, however, in order to minimise collection costs and maximise resources for service delivery, bdht expect that tenants will wherever possible pay their rent by Direct Debit.

Registered providers shall provide tenants with accessible, relevant and timely information about: progress of any repairs work

Bdht will make repair appointments with customers by phone, letter, text, email or directly via mybdht, dependent upon the tenants preferred channel of contact. Reminders are sent by text. Where a job cannot be completed in one visit bdht will confirm the next appointment with the customer by phone, letter, text or email. Text messages are sent to remind customers of appointments.

Tenants can track the status of a reported repair via mybdht.

Registered providers shall provide tenants with accessible, relevant and timely information about: how tenants can communicate with them and provide feedback

How customers can communicate with bdht is set out on the bdht website, in the Annual Report to Residents and in published service standards. During 2017/18 bdht wrote to all customers explaining how they can engage with bdht digitally via mybdht providing unique login and password details. This information is issued to all new tenants and publicised in communications with customers.

Tenants are encouraged to feedback to bdht through service surveys, compliments, comments and complaints and inspections. Feedback from customers either by complaint, compliment or comment is promoted via the Annual Report to Residents and social media updates based upon “You Said, We Did”. Customers can provide feedback by phone, in person, via mybdht, email, letter or text.

During 2019/20 customers responded to transactional satisfaction surveys on 2190 occasions across eleven service areas. These surveys help bdht understand what we are doing well, where we need to improve, customer priorities and outcomes from previous service improvements.

Customers are encouraged to provide feedback when things go wrong (see complaint section below) but also when things go well. We are able to learn from both. During 2019/20 we received 133 compliments.

Number of Compliments									
2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
120	187	135	189	180	210	119	147	145	133

Registered providers shall provide tenants with accessible, relevant and timely information about: the responsibilities of the tenant and provider

The responsibilities of tenants and landlord are set out in bdht tenancy agreements and in published service standards and leaflets including a detailed Repairs Handbook explaining bdht and tenant responsibilities. Scripts within the Mybdht customer portal also provide customers with information on respective responsibilities in relation to specific enquiries.

Registered providers shall provide tenants with accessible, relevant and timely information about: arrangements for tenant involvement and scrutiny.

Bdht has a framework to involve residents:

Involvement Activity	Involvement Group
Scrutinising Performance	The Residents Scrutiny Panel
Developing services and policies	Customer Focus Groups
Community & estates	Tenant Inspection, "Community Days" & Estate Walkabouts
Service Monitoring & Improvement	Tenant Mystery Shopping, Tenant Inspection, customer surveys, customer complaints, comments and compliments.

Opportunities for resident involvement are set out in a service standard that has been sent to all tenants. Details are also available on the website and via the Mybdht customer online portal. Opportunities to be involved are promoted regularly through social media, each year in the Annual Report and via recruitment campaigns when specific vacancies arise.

Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint

The bdht complaints policy defines a complaint as “an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by BDHT, requiring a response”.

We welcome complaints from customers as an invaluable tool to continuously review and improve services for all tenants. The bdht Complaints Policy gives tenants two ways to pursue a complaint - a “quick fix” within 2 working days, or, as a formal complaint where issues are more complex within 10 working days at Stage 1 . A comprehensive guide to the award of compensation provides consistency in the award of compensation resulting from complaints.

Complaints can be made on an official complaint form or by phone, letter, Email, Twitter, facebook, online via “mybdht” customer portal or in person. bdht have developed a customer feedback form which customers can use to record complaints, compliments and comments. To make a complaint it is not necessary to complete the form, but an explanatory leaflet is sent to all complainants so they know what to expect from the complaint process.

Bdht response letters set out options available to the customer if they are not satisfied with the bdht response at each stage of the process including external escalation at the end of the internal process to a Designated Person/Ombudsman.

At the end of the internal process all complainants are issued with and invited to complete a satisfaction survey. Survey results are reported quarterly to the Residents Scrutiny Panel (the RSP provide a 6 monthly assessment of performance to Board) .

Providers shall inform tenants how they use complaints to improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints.

Bdht has a comprehensive and systematic process which monitors complaints to identify common causes of complaint and uses complaints as an essential tool for service improvement. A summary of complaints received is reported quarterly to the Residents

Scrutiny Panel together with resultant learning applied to improve services. From 2019/20 all stage two complaints and complaints relating to health and safety care reported in summary to Board.

A summary of complaints received each year and the main improvements delivered as a result is included in the Annual Report to Residents. This information, together with regular updates via social media is intended to promote the complaints service on the basis of “you said - we did”.

Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.

Complaints are accepted from advocates acting on behalf of a customer.

Recommendations for Improvement

- Complete implementation of recommendations from the Review of Resident Involvement (delayed as a result of Covid-19 restrictions).

Standard	Tenant Involvement & Empowerment; Involvement & Empowerment
Required Outcomes: 1.2 Involvement and empowerment	
<p>1.2.1 Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:</p> <ul style="list-style-type: none"> a. the formulation of their landlord’s housing-related policies and strategic priorities b. the making of decisions about how housing-related services are delivered, including the setting of service standards c. the scrutiny of their landlord’s performance and the making of recommendations to their landlord about how performance might be improved d. the management of their homes, where applicable e. the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and f. agreeing local offers for service delivery. 	
Specific Requirements: 2.2 Involvement and empowerment	
<p>2.2.1 Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:</p> <ul style="list-style-type: none"> a. supporting their tenants to exercise their Right to Manage or otherwise exercise housing management functions, where appropriate b. supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them c. the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord’s performance in a form which registered providers seek to agree with their tenants. Such provision must include the publication of an annual report which should include information on repair and maintenance budgets 	

d. providing support to tenants to build their capacity to be more effectively involved.

2.2.2 Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported to and scrutinised by tenants and arrangements for reviewing these on a periodic basis.

2.2.3 Where registered providers are proposing a change in landlord for one or more of their tenants or a significant change in their management arrangements, they shall consult with affected tenants in a fair, timely, appropriate and effective manner. Registered providers shall set out the proposals clearly and in an appropriate amount of detail and shall set out any actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term. Registered providers must be able to demonstrate to affected tenants how they have taken the outcome of the consultation into account when reaching a decision.

2.2.4 Registered providers shall consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service.

Bdht Compliance Position: Compliant

Opportunities for Involvement

Bdht operates a framework for resident involvement which can be summarised as:

Scrutinising Performance	The Resident Scrutiny Panel	Scrutiny of service performance (including delivery of local offer), reporting 6 monthly to Board and residents through the development of and approval of the annual report. Annual review of local offer.
Developing service priorities and policies	Customer Focus Groups (Qualitative) & Customer Surveys (Quantitative) The Residents Scrutiny Panel	Formulation and review of strategy, policy and procedures, local offer and service standards

Community & estates	Tenant Inspection, “Community Days” & Estate Walkabouts	Identification of estate/community priorities and issues.
Service Monitoring & Improvement	Tenant Mystery Shopping, Tenant Inspection, customer surveys, customer complaints, comments and compliments.	Testing service delivery and feedback

Supporting formation of Tenant Panels

The formation of the bdht Resident Scrutiny Panel was agreed by Board in July 2011. The Panel consists of 9 tenants plus 1 leaseholder and 1 shared owner (plus any agreed co-optees). bdht financially compensates members in respect of this time commitment, travelling and other expenses incurred. bdht also provides administrative support to the Panel via the Business Improvement Team and facilitates internal and external training for Members.

Responding

The Panel meet quarterly to scrutinise and review performance and also meet to review the local offer to tenants and aligned local offer performance indicators each year. Following each meeting the Panel produced a written report to PRC confirming their findings. From 2020 the Panel now reports directly to Board every 6 months. The Board must respond to any points raised by the Panel not already agreed by the Executive.

The Panel presents their annual assessment of performance and Annual Report to Residents to the Board each July. In addition the Chair of the Panel attends all Board Meetings.

Supporting work of the Panel

The Residents Scrutiny Panel is supported administratively by the bdht Business Improvement Team with provision of generic and bespoke training provided by both internal and external trainers. Members of the Panel complete an annual personal development

review and results are fed into an annual training programme. Members are supported through the delivery of a minimum of two formal training sessions per annum.

The Panel routinely consider detailed reports on:

- performance against the bdht local offer;
- Complaints analysis;
- Results of Tenant Mystery Shopping;
- Summary of the results of tenant satisfaction surveys
- Tenant Inspections
- Minutes of Focus Groups.

Where the Panel have identified issues of concern, detailed service reports are provided by managers for scrutiny or the Resident Scrutiny Panel commission a Resident Scrutiny Panel Enquiry Group to undertake a detailed service review.

Annual Report

The Board has delegated development of the annual assessment of performance and the Annual Report to Residents to the Resident Scrutiny Panel. This is to ensure that the assessment is independent of the Board and the Annual Report is reflective of residents views and designed in a format receptive to residents. The format and content of the Report are reviewed annually by the Resident Scrutiny Panel to ensure continuous improvement year-on-year.

Each annual report sets out expenditure on response repairs, voids, planned and cyclical works, plus overall expenditure on the basis of for every £ spent, how much was spent on repairs and maintenance.

Building capacity

The Resident Involvement framework provides a variety of opportunities for involvement based on the required time commitment and residents interests and abilities. The framework is designed to provide the potential, with training and support provided, for residents to move (if they so wish) to greater involvement and ultimately provide effective succession planning all the way to Board membership.

Right to Manage

Support will be provided should such a request be received.

Local Offer

Tenants were consulted in detail during the development of the bdht local offer via the 2010 Big Consult which included tenant focus groups, customer surveys and a community road-show. The offer is reviewed annually by residents through the Residents Scrutiny Panel. In 2019 the Board adopted the NHF Charter “Together with Tenants”, as this initiative develops the bdht local offer will be reviewed to ensure compliance with the Charter.

Performance monitoring and scrutiny

The Resident Scrutiny Panel Panel is the resident led group with the specific role, within the bdht governance framework, to monitor performance and scrutinise service delivery. The RSP now reports directly to Board (up to 2020 reporting via the Performance & Review Committee). The Chair of the RSP has an open invitation to attend all Board meetings so that members of the RSP have a clear understanding of strategic business issues.

Residents are also able to scrutinise in detail service specific performance through involvement in Resident Scrutiny Panel Enquiry Groups.

The work of bdht Tenant Inspectors and Tenant Mystery Shoppers and outcomes from customer focus groups and customer surveys feed into these scrutiny and improvement groups.

Change in the Management of Stock

bdht will consult tenants regarding any significant change in the management of stock – this is set out contractually within bdht tenancy agreements. Consultation with tenants will set out clearly the costs and benefits of relevant options.

Tenant Consultation on Scrutiny & Governance

Review completed during 2016. 2019 Review commissioned from independent consultants (Central Consultancy) with recommendations reporting to the Joint Meeting of the PRC and RSP on the 19th June 2019.

Recommendations for Improvement

- Review and revision of bdht local offer and service standards to align with adopted Charter.
- Complete implementation of recommendations from the Review of Resident Involvement 2019.
- Implement recommendations from the Star Survey Customer Service Action Plan

Standard	Tenant Involvement & Empowerment: Understanding and responding to diverse needs
Required Outcomes: 1.3 Understanding and responding to the diverse needs of tenants	
<p>1.3.1 Registered providers shall:</p> <ul style="list-style-type: none"> a. treat all tenants with fairness and respect b. demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs. 	
Specific Requirements: 2.3 Understanding and responding to diverse needs	
<p>2.3.1 Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.</p>	
Bdht Compliance Position: Compliant	
<p>A core bdht value is to treat customers fairly. Understanding the diversity of our customers and delivering equality of service is at the heart of what we do.</p> <p>During 2019/20 a Board Short-Life Working Group undertook a detailed review of the bdht equality and diversity strategy. The Board approved the revised Strategy in July 2019. The Board receive regular updates on implementation and delivery of outcomes.</p> <p>All members of staff have attended Equality & Diversity awareness courses (repeated annually for new starters) and frontline members of staff have received additional specific training in handling hate crime. Board members have undertaken specific strategic equality & diversity training to ensure effective leadership at the highest level on this issue. The 2018 board member skills gap analysis identified a lack of “expert” knowledge of equality and diversity at board level. As part of the 2018 board recruitment process a new member was recruited to the Board with such expertise.</p> <p>Bdht has contacted tenants identified as being potentially affected by welfare reform to raise awareness and identify options to mitigate any potential loss of housing benefit. bdht has deployed additional resources to support residents into employment. In 2016 the Fusion Project (now Driving Futures) commenced through the work of a job coach and digital support. During 2019/20 this team were able to support 23 residents into employment.</p>	

Bdht has developed the Sheltered Living Team (from April 2019 rebranded as the Independent Living Team) to provide an enhanced housing management service for tenants and shared owners living in sheltered housing. This replaced support services withdrawn during 2014 following the withdrawal of County Council Supporting People funding.

From March 2014 bdht introduced a tenancy sustainment service for all general needs tenants in their first year of tenancy. From April 2019 bdht introduced the “Ready, Set, Go” initiative providing pre and post tenancy support for new tenants. This service, delivered by members of the Housing Needs, Allocations and Communities Teams (members of the former Tenancy Sustainment Team moving to the Allocations and Communities teams) is designed to provide a more holistic support mechanism for tenants moving into bdht homes.

bdht works in partnership with local partners to promote equality and diversity and is a member of the local Hate Crime Partnership.

During 2019/20 9% of tenancies termination were under 12 months duration, this compared to 14% during the previous year.

Understanding the different needs of tenants

bdht believes that it is essential in delivering excellent services to firstly fully understand its customers and their needs. bdht uses a number of tools to achieve this objective including:

- Customer perception surveys,
- Focus Groups
- Journey mapping groups
- Complaints and compliments.

The QL Management system makes available to frontline officers relevant customer information to enable service delivery to be sufficiently flexible to respond to the individual needs of customers.

All policies and projects are subject to Equality Impact Assessments

Responding to Tenants Varying Needs.

Many services have been changed to take account of the diverse needs of customers, for example:

- Visiting service for customers with mobility problems;
- Flexible appointments for repairs and gas servicing
- Mobile hearing loop;

- Leaflets are available in large print, and
- Bdht provides financial support to the local NHS to minimise the time tenants await OT assessments and undertake adaptations up to a value of £1,000 without need for a DFG.

Bdht provides access to interpretation and translation services. Offices are DDA compliant.

Recommendations for improvement

- Monitor implementation of the Equality & Diversity Strategy



Local Offer Summary: Listening & Involving You

- We aim to deliver excellent customer service, in a way that suits you.
- We will treat you fairly, with courtesy and respect.
- We will ensure that you are listened to, and give you opportunities to be involved.
- We will respond quickly to complaints, and learn from our mistakes.
- We will provide regular feedback on the lessons we have learnt via social media and the Annual Report to Residents





Customer Care

	Year End 2018/19	Top Quartile ⁱ	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
Transactional customer satisfaction with overall service provided by bdht	98.79%	NA	=>99.5%	98.24%	98.15%	98.14%	97.76%	A	↓
Customer First: Satisfaction with call handling	99.62%	97.8%	=>98%	97.99%	97.75%	97.67%	97.89%	A	↓
Percentage of Incoming Calls Abandoned	2.43%	3.4%	<4%	1.84%	1.87%	2.02%	2.13%	G	↑
The number of repair requests received through Mybdht as a % of all repair requests	4.75%	NA	=>10%	6.61%	8.91%	7.33%	9.02%	A	↑

Key Issues

Repairs Logged Via Mybdht – For the last three months the percentage of customers accessing the repairs service via Mybdht has been above target with 11% of repairs logged via Mybdht in January, and 14% in both February and March.

 Complaints	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
% of complaints resolved at stage 1	90%	NA	92%	90%	91%	84%	82%	R	↓
% of Formal Complaints Investigated Within Target Timescales	72%	94.52%	95%	77%	76%	79%	80%	R	↑
Number of complaints resolved as “quick fixes” as a % of all complaints resolved	53%	NA	66%	55%	58%	58%	58%	R	↑
<p>Cases Resolved at Stage 1 - 17 out of 93 complaints escalated to Stage 2, 1 complaint was investigated directly at Stage 2 (without a Stage 1 Investigation), of the other 16 cases the original decision was over-turned in 4.</p> <p>Cases Investigated in Target – although below target the percentage of cases investigated in target is significantly better than last year, at the same time that the target for investigating has reduced from 15 to 10 working days at Stage 1 and from 10 to 5 working days at Stage 2. Cases going over target are a result of case complexity, staff holiday and sickness, difficulty contacting the customer, and ensuring agreed action plans have been implemented prior to confirming with customer.</p> <p>Quick Fixes - again although not on target the proportion of complaints resolved as quick fixes is higher when compared to last year. Continue to promote recording by staff of all “quick fix” resolutions.</p>									

Resident Engagement	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
% of Tenants expressing satisfaction that bdht listens and takes tenants views into account	75%	78.9%	80%	NA	NA	73.47%		R	
Key Issues									
Satisfaction has fallen slightly from the 75.29% achieved in 2017. Head of BI held a series of focus groups in the New Year to understand how bdht can best demonstrate that it is listening and acting on customer views. Results incorporated into a Star Survey Improvement Plan approved by Board in March 2020. Recommendations approved by Board are set out in the table below.									
Customer Service Design and Delivery									
Develop a revised framework for resident engagement in service design									
Provide training for staff on engaging customers in service design									
Programme of services reviewed with customers									
Customer Service Training – on-going support for staff and managers									
Repairs and Maintenance									
Review delivery of response repairs service to maximise the number of repairs completed “right first visit” whilst completing repairs within timescales agreed by residents.									
Phased release of “condensed” glazing replacements throughout the year.									
In accordance with the Green Agenda to review options to replace Economy 7 Storage Heating with more efficient modern heating systems.									
Planned Works Communication – keep customers informed about component review dates									
Managing ASB									
Develop a neighbourhood coaching approach to managing lower levels of ASB and nuisance.									
Listening and Acting on Residents Views									
Relaunch of Estate Walkabouts									

Standard	The Home Standard: Quality of Accommodation
Required Outcomes	
<p>Registered providers shall:</p> <ul style="list-style-type: none"> ensure that tenants' homes meet the standard set out in section five of the government's Decent Homes Guidance and continue to maintain their homes to at least this standard meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance, if these standards are higher than the Decent Homes Standard in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section six of the government's Decent Homes Guidance 	
Specific Requirements	
<p>1.1 Registered providers may agree with the regulator a period of non-compliance with the Decent Homes Standard, where this is reasonable. Providers shall ensure their tenants are aware of the reasons for any period of non-compliance, their plan to achieve compliance and then report on progress delivering this plan.</p>	
Bdht Compliance Position: Compliant	
<p>bdht performance in improving tenants homes to meet (and now exceed the Decent Homes Standard) and improve the energy efficiency of our properties has generated high levels of customer satisfaction with the overall quality of their home. 88% of respondents to the 2019 Star Survey expressed satisfaction with the quality of their home (just below the top quartile benchmark of 88.7%), with nearly half (48%) stating that they are “very satisfied”.</p>	
Decent Homes Standard	

All bdht properties meet the Decent Home Standard (or where this is higher, the standard of design and quality when built) and will continue to do so with annual investment to maintain and exceed the standard going forward.

A database is maintained to record all tenants refusing to have improvements made to their home. These tenants are contacted annually to determine if they will allow improvements to be made. Specific budget provision is made to ensure that works to these properties can be undertaken as soon as tenants allow. This budget provision also allows such properties to be improved should they be vacated.

bdht's stock condition software within the new housing management system (QL) contributes to the 40 year business plan to ensure that the investment required is continually allocated to maintain bdht's properties.

Stock condition surveys have been undertaken to nearly all bdht stock with just 17 properties left with no current survey at the 31st March 2020. These are properties where the tenant has refused to provide access. Surveys continually update the stock condition software. The condition survey incorporates home, health and safety rating system (HHSRS) and records SAP used to calculate average SAP ratings. On-going condition surveys are carried out to approximately 10% of bdht's properties per year.

Design & Quality

All new bdht homes are built to current design and quality standards and all bdht's properties meet the Decent Homes Standard. bdht has a Decent Home Plus Policy to maintain its properties at an enhanced DHS level that takes into consideration an enhanced level of improvements, the environment, Equality Act requirements and the wider community (estates work). This was developed with tenants.

Over the last five years we have improved properties in the following ways:

Component	2019/20
External Doors	45
Flat Roofs	22
Bathrooms	7
Kitchens	32
Boilers	109
Rewires	129

Consumer Unit Upgrades	224
Individual Rainwater Goods & Gutters	26

Affordable Warmth Programme

Bdht is committed to reducing fuel poverty by improving the thermal efficiency of its lowest rated homes and improving the energy efficiency of homes through the installation of modern boilers, Improved wall insulation and external wall insulation EWI schemes . As a result of works the percentage of bdht homes meeting a minimum of Band D for energy efficiency has increased to 98.61% and 73.97% achieve a Band C.

The Asset Management Strategy 2018-21 sets out how we plan to reduce service costs to residents in sheltered “Court” schemes through installation of energy efficient lighting to communal areas and intelligent heating control systems.

Local Offer

The bdht local offer and supporting policies set standards equal or above the statutory Decent Homes standard (see above).

1.1 Not required

Recommendations for Improvement

The Asset Management Strategy 2018 -2021 sets out priorities for improvement within 7 strategic themes:

- Maintaining and improving bdht assets;
- Rationalising our assets;
- Building health and safety compliance;
- Affordability;
- Value for Money;
- Stock condition and appraisal, and
- Utilisation of the QL management system.

Star Survey/Focus Group Feedback – replace storage heating with more efficient modern alternative.

Standard	The Home Standard: Repairs & Maintenance
Required Outcomes	
<p>Registered providers shall:</p> <ul style="list-style-type: none"> • provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time • meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes. 	
Specific Requirements	
<p>2.1 Registered providers shall ensure a prudent, planned approach to repairs and maintenance of homes and communal areas. This should demonstrate an appropriate balance of planned and responsive repairs, and value for money. The approach should include: responsive and cyclical repairs, planned and capital work, work on empty properties, and adaptations.</p> <p>2.2 Registered providers shall co-operate with relevant organisations to provide an adaptations service that meet tenants' needs.</p>	
Bdht Compliance Position: Compliant	
<p>bdht provides an in-house repairs service carried out by a team of multi-skilled trades people (CRT). bdht benchmark the efficiency of the service using Housemark and sector efficiency analysis published by the Regulator of Social Housing.</p> <p>The latest benchmarking VfM sector scorecard for 2018/19 shows that the bdht repairs and maintenance service offers good value based on cost per unit and ratio of response to planned works.</p>	

Indicator	Median Performance Benchmark	Bdht Performance 2018/19	Quartile Performance
Maintenance Cost per Unit	£964	£772	Top 25%
Major Repair Cost per Unit	£916.5	£650	Top 25%
Ratio of response repairs to planned maintenance	0.65	0.63	Second Quartile

Repairs by Appointment

100% of repairs were undertaken by appointment during 2019/20.

Responding to tenant needs/right first visit

The QL Housing Management System has enhanced repair diagnostics to assist Customer First Staff to correctly identify the repair required, allocate the correct time allowance, materials and operative to maximise opportunities to complete the **job right first time**. This aspect of the repairs service scored lowest in the 2017 Star Survey with just 85% of respondents confirming satisfaction with repairs being completed “right first time”. This only increased to 86% in the 2019 Survey. Processes have been reviewed to enable more jobs to be completed Right First Visit, during 2019/20 89% of gas repairs were completed “Right First Visit”, the same as in 2018/19 and 87% of non-gas repairs were completed right first visit, an increase from 84% during the previous year.

Offering Choice

Where appointments are offered (**100%** of jobs) bdht offer choices in respect of appointments (slots of AM 8:30 – 12:30, PM 12:00 – 17:00 (Fri 16:00) Mid 10:00 – 14:00). Emergencies are attended the same working day. Improved scheduling software allows appointments to be booked more accurately.

87.63% of respondents to the 2019 Star Survey were either “very satisfied” or “fairly satisfied” with the repairs and maintenance service delivered by bdht. This places bdht in the Housemark top quartile (86.21%).

A transactional customer satisfaction survey undertaken during 2019/20 found that:

98.82% of respondents were either very or fairly satisfied with the repair carried out by bdht, again top quartile when benchmarking against Housemark transactional surveys (98.35%).

Maintaining health and safety of tenants.

bdht carry out approximately 10% annual stock condition surveys. The Home Health & Safety Rating System (HHSRS) is an integral part of the survey. Any repairs are recorded at the time of the survey and then any works are carried out as required. Additionally any other defects that affect the HHSRS are picked up when repairs are carried out to the properties by bdht's in-house repairs team.

The Asset Management Strategy sets out in detail how bdht will ensure tenants remain safe in their homes. The strategy encompasses bdht's approach to the management, monitoring and reporting of compliance in respect of:

- Gas;
- Asbestos;
- Fire Risk Assessment;
- Legionella;
- Electrical Inspections;
- Lifting Equipment;
- Portable Appliance Testing;
- Tree Management.

The Board receive an annual report setting out bdht's compliance in respect of each Health and safety strand. The Strategic Balanced Scorecard reported to the Board members within the Business Assurance report includes metrics for all landlord health and safety strands, as does the Local Offer Scorecard reported to the Residents Scrutiny Panel.

During 2019/20 our approach to managing landlord health and safety duties was subject to audit by specialist health and safety auditors (Pennington Choices). Pennington Choices have been commissioned to carry-out a rolling three year programme of audits. Specialist reviews are also undertaken by Gas Safe and by the NICEIC (electrical installations).

All bdht homes with a gas supply are subject to an annual gas service inspection. As at 31st March 2020 all bdht rental stock had a current gas safety certificate

A transactional customer satisfaction survey undertaken during 2019/20 found that:

99.77% of respondents were either very or fairly satisfied with the annual gas safety service undertaken.

Fire risk assessments have been undertaken for all communal areas and resultant action plans fully implemented.

95% of respondents to the 2019 Star Survey said that bdht is “good” at looking after their safety, 77% of respondents stated that bdht is “very good” in this respect.

2.1 bdht aims to maintain a balance between planned and responsive repairs. During 2019/20 response repairs expenditure reached 63% of planned expenditure, this is better than the Housemark VfM Sector Scorecard median average. Repairs are analysed annually to identify where work can be transferred to planned programmes and away from reactive delivery.

All bdht homes meet the DHS. The planned works programme varies from year to year dependent upon the extent of works necessary in that year to maintain DHS compliance. In years when planned works expenditure is lower the balance of spend can place bdht in the lower quartile. With an action plan to reduce the volume of response repairs undertaken this should bring further balance to planned against response repair expenditure.

Bdht has a five year planned works programme with stock information extracted from its stock condition software that is reviewed annually. There are systems and contracts in place to take account of all cyclical works such as water treatment works, electrical testing, drainage works etc.

An additional annual budget is available to ensure Decent Home works previously refused by tenants is undertaken when properties are vacated.

2.2 bdht funds two part-time (1.2 FTE) NHS occupational therapist posts to improve the aids and adaptations service for bdht tenants. The occupational therapists work closely with the asset management department to ensure that equipment and adaptation works are incorporated into the planned works programme to achieve value for money.

Bdht's fully funded OTs work in conjunction with the local health authority to ensure an integrated service between both service providers. Bdht funding to the OT service minimises waiting times for bdht tenants. Bdht also funds and carries out all works with a value up to £1,000 recommended by the OT service to bdht homes. Higher value works are normally arranged by the local authority through Disabled Facilities Grant funding. Bdht liaise with the local authority to promote the interests of bdht tenants awaiting DFG works. In exceptional circumstances where delays in DFG funding will severely impact on tenants quality of life bdht will fund and undertake these higher cost works. Voids that have received equipment and adaptation works are assessed by the OT to ensure the best letting match prior to occupation.

Recommendations for Improvement


Bdht are seeking to improve VfM by:

- completing more repairs "right first visit" through improved diagnostics, reducing the number of "tenant outs", appointment scheduling and available van stock;
- reducing response demand by enhanced repairs analysis to inform the planned works programme;
- completing more repairs whilst properties are void, reducing the need for CRT operatives to re-visit once the property is let;
- managing repairs at homes with high service demands by packaging non-emergency repairs into annual/six monthly home "M.O.T's".
- reduce waiting time for condensed glazing units to be replaced.







Local Offer Summary: Your Home



- We will ensure that you have a decent and safe home to live in that is suitable to your needs and affordable.
- We will provide feedback on our performance in maintaining your safety in your home in the Annual Report to Residents
- We will strive using renewable technologies to make your home as energy efficient and affordable as possible.
- If you are disabled, we will help you adapt your home to suit your needs.
- Where your home is too large for you; to assist you in moving to a smaller home that is suitable to your needs.
- We will repair your home promptly, and improve it when required. We will make appointments and try to fix faults first time. Where we cannot fix the repair right first visit we will keep you informed of what is happening until we do complete the work.

	Quality & Improvements	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
	Percentage of homes meeting DHS	100%	100%	100%	100%	100%	100%	100%	G	↔
	Tenant satisfaction with improvements to homes	97.56%	NA	97%	100%	100%	99.48%	99.50%	G	↑
	Progress in delivery of DHS work Streams: % on target	99.98%	NA	100% (Q3 97%)	54%	75.82%	93.23%	100%	G	↑







Landlord Health & Safety Gas Safety	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
% of Homes with a valid gas safety certificate (at month/year end)	100%	100%	100%	100%	100%	100%	100%	G	↔
Number of gas services completed outside of anniversary date	43	NA	0	4	5	6	10	A	↑
<p>Completed out of target – 10 properties were serviced out of target YTD – 5 due to residents not providing access – in one case this was following the death of the tenant, one tenancy was abandoned and in one case access only provided following commencement of injunction proceedings, 3 delayed due to operative error (33, 99 and 111 days over target, issues raised with operatives). In the last two instances these were boilers servicing communal rooms rather than individual dwellings), and 2 administrative errors (2 and 4 days over due).</p>									
Landlord Health & Safety Fire Safety	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
Valid FRA undertaken to all bdht communal areas (including managed properties).	100%	NA	100%	100%	100%	99.68%	100%	G	↔
Progress against action plans	100%	NA	100%	100%	100%	100%	100%	G	↔
Schemes audited by Fire Service attaining full compliance	100%	NA	100%	100%	100%	99.68%	100%	G	↔

Schemes audited by Fire Service resulting in non-compliance	0%	NA	0%	0%	0%	0%	0%	G	
The one outstanding FRA at Lowes Court has now been completed, no emergency works identified, non-urgent works raised for completion.									
Landlord Health & Safety Electrical Safety	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
Domestic - % of Programmed EICRs Completed	100%	NA	100%	12%	73%	98%	99.84%	A	
Domestic - % Properties with a Current EICR	77%	NA	100% (by 31.12.2019)	82.12 %	96.54%	99.63%	99.95%	A	
Domestic - % of Works Generated from EICR Completed in Target	68%	NA	100%	73%	82.35%	68.14%	69.49%	R	
Communal - % Properties with a Current EICR	94%	NA	100%	100%	100%	100%	100%	G	
Communal - % of Works Generated from EICR Completed in Target	50%	NA	100%	100%	100%	100%	94.37%	A	

PAT Testing: % of Scheme Appliances tested annually	100%	NA	100%	100%	100%	100%	100%	G	↔
<p>Domestic % of Programmed EICRs Completed/ Domestic - % Properties with a Current EICR Programme has not quite achieved target of 100% at 31st December 2019 due to issues with access to customers homes. Regulator has been notified of progress. Access procedures are being followed including Court action where necessary. As at 31st March only 2 properties on the programme remain to be completed, all are in no access process with legal action being taken to gain access. This may be delayed due to Covid-19 restrictions on civil court hearings.</p> <p>Domestic EICR Works Completed in Target Customers failure to provide access for electrical safety work has been a significant issue. Non urgent works will be delayed further as a result of Covid-19 related restrictions.</p>									
Landlord Health & Safety Asbestos Management	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
% of Communal Areas Surveyed Annually in Target	100%	NA	100% (Q3 35% (revised profile))	0%	0%	98.14%	100%	G	↔
% of Works Raised Completed in Target	100%	NA	100%	100%	100%	100%	100%	G	↔

Landlord Health & Safety Legionella Testing	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
% of Properties with a Valid Testing Certificate	100%	NA	100%	100%	100%	100%	100%	G	↔
% of Schemes with Current Risk Assessments	100%	NA	100%	100%	100%	100%	100%	G	↔
% of Works Raised Completed in Target	100%	NA	100%	100%	100%	100%	100%	G	↔
Landlord Health & Safety Maintaining Lifting Equipment	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
% of Properties with a Valid Test Certificate	62.10%	NA	100%	97.14 %	94.69%	90.74%	89.81%	R	↑
% of Works Raised Completed in Target	NA	NA	100%	NA	100%	71%	74%	R	↑
Key Issues									





Main issue is gaining access to service lifts in domestic properties – technically stairlifts in domestic properties are owned by the resident and this service is provided as a goodwill gesture, bdht have no enforcement powers to compel access in these circumstances. Working with contractors (Concept Elevators) to arrange outstanding access issues. Weekly reports being monitored and chased as required. Situation exacerbated by need for some customers to now self-isolate.

 Major Works	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
Average time taken to complete major repairs (calendar days)	15.78	NA	<20	26.29	24.18	18.45	20	G	
Key Issues									
 Aids & Adaptations	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
No. of weeks for bdht OT to complete an assessment from initial referral date.	11	NA	10	12	13	19	19	R	
Satisfaction with aids and adaptation service	100%	NA	100%	100%	100%	100%	100%	G	
Number of MWWD undertaken as a percentage of all adaptations completed.	25.94%	NA	33%	2.0%	3.0%	1.94%	11%	R	




Key Issues

OT Assessment Times – Delay in receiving latest figures from NHS, bdht funded OTs temporarily re-deployed to work on Wards during the current pandemic.

Minor Works Without Delay – QL issues now resolved, percentage of jobs raised as MWWD now increasing with 17.5% of adaptations in January, 33% in February and 44% in March.

 Response Repairs	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
Repair jobs completed by appointment	100%	NA	100%	100%	100%	100%	100%	G	
Response repairs completed right first visit	84.17%	NA	90%	89.22 %	89.98%	90.04%	89.38%	A	
Satisfaction with repair carried out	99.73%	98.35%	99%	98.78 %	98.82%	98.75%	98.82%	A	

Key Issues

 Gas Repairs	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
% of gas repairs completed right first visit	88.92%	NA	=>90%	87.26 %	86.61%	87.27%	87%	A	
Gas out of hours: % of call-outs where boiler left working.	79.71%	NA	=>80%	73.33 %	77.27%	75.97%	75.44%	A	
Key Issues									
<p>Right First Visit – jobs are always reviewed to see if works could have been completed in one visit, majority of jobs requiring a follow-on visit are the result of the need for specialist parts to be ordered, or additional time/labour required to complete the job.</p> <p>Out of Hours – Need for specialist parts to be ordered and/or time to complete the repair out of hours impact on our ability to keep all boilers working out of hours.</p>									

Standard	Tenancy Standard: Allocations & Mutual Exchange
Required Outcomes	
<p>1.1 Registered providers shall let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants. They shall demonstrate how their lettings:</p> <ul style="list-style-type: none"> • make the best use of available housing • are compatible with the purpose of the housing • contribute to local authorities' strategic housing function and sustainable communities <p>There should be clear application, decision-making and appeals processes.</p> <p>1.2 Registered providers shall enable their tenants to gain access to opportunities to exchange their tenancy with that of another tenant, by way of internet-based mutual exchange services.</p>	
Specific Expectations	
<p>1.1 Registered providers shall co-operate with local authorities' strategic housing function, and their duties to meet identified local housing needs. This includes assistance with local authorities' homelessness duties, and through meeting obligations in nominations agreements.</p> <p>1.2 Registered providers shall develop and deliver services to address under-occupation and overcrowding in their homes, within the resources available to them. These services should be focused on the needs of their tenants, and will offer choices to them.</p> <p>1.3 Registered providers' published policies shall include how they have made use of common housing registers, common allocations policies and local letting policies. Registered providers shall clearly set out, and be able to give reasons for, the criteria they use for excluding actual and potential tenants from consideration for allocations, mobility or mutual exchange schemes.</p> <p>1.4 Registered providers shall develop and deliver allocations processes in a way which supports their effective use by the full range of actual and potential tenants, including those with support needs, those who do not speak English as a first language and others who have difficulties with written English.</p>	

1.5 Registered providers shall minimise the time that properties are empty between each letting. When doing this, they shall take into account the circumstances of the tenants who have been offered the properties

1.6 Registered providers shall record all lettings and sales as required by the Continuous Recording of Lettings (CORE) system.

1.7 Registered providers shall provide tenants wishing to move with access to clear and relevant advice about their housing options.

1.8 Registered providers shall subscribe to an internet based mutual exchange service (or pay the subscriptions of individual tenants who wish to exchange), allowing:

- a tenant to register an interest in arranging a mutual exchange through the mutual exchange service without payment of a fee
- the tenant to enter their current property details and the tenant's requirements for the mutual exchange property they hope to obtain
- the tenant to be provided with the property details of those properties where a match occurs.

1.9 Registered providers shall ensure the provider of the internet based mutual exchange service to which they subscribe is a signatory to an agreement, such as HomeSwap Direct, under which tenants can access matches across all (or the greatest practicable number of) Internet based mutual exchange services.

1.10 Registered providers shall take reasonable steps to publicise the availability of any mutual exchange service(s) to which it subscribes to its tenants.

1.11 Registered providers shall provide reasonable support in using the service to tenants who do not have access to the Internet.

Bdht Compliance Position: Compliant

1.1 bdht allocates housing in a fair, transparent and efficient manner through Home Choice Plus (a sub-regional choice based lettings scheme provided to our customers in conjunction with our local authority partner Bromsgrove District Council) and in conjunction with other local authority partners where we have developed social and affordable housing in other districts.

Making best use of available housing

bdht allocates 75% of lettings (net of internal transfers) to local authority nominees.

Priority for re-housing is awarded to overcrowded and under-occupying households within the bdht Home Choice Plus Policy.

The bdht Allocations and Tenancy Policy states that

“In order to meet housing needs and make best use of limited stock bdht will not normally allocate accommodation where this will result in the property being under-occupied. bdht has adopted the governments criteria setting out the size of accommodation that an applicant can be allocated based on household type and number of bedrooms.”

The use and operation of Local Lettings Plans is set out in the Allocations and Tenancy Policy

During 2019/20 bdht developed 109 new homes for rent or shared ownership. All social/affordable rent units are subject to nomination agreements with local authorities.

Compatible with the purpose of the housing

Whilst adhering to sub-regional Home Choice Plus policies, sufficient flexibility exists within the scheme for bdht to operate in accordance with our own policies which allow for local letting criteria to be taken into account. These help us to sustain communities and ensure that we are fully responsive to the needs and aspirations of our prospective tenants.

Properties are allocated in accordance with strict occupancy criteria to ensure best use of the available accommodation. This criterion was amended in 2012 to align with occupancy rules contained within the Welfare Reform Act.

bdht employ an occupational therapist who works closely with the allocations team to ensure that adapted properties are matched with potential tenants requiring a property so adapted.

Working with the local authority

bdht officers work closely with the local authority strategic housing team and contribute to their housing strategy. bdht contribute to the development of housing strategy in our local areas in a number of ways, these have included:

- Providing a financial contribution toward a local housing market assessment;
- Active membership within the local strategic partnership.
- Attendance at strategic housing events.

As part of the bdht strategy to mitigate the effects of welfare reform, bdht continue to work closely with the local Housing Benefit Team to identify bdht tenants impacted by the “bedroom tax”, benefit cap, and the introduction of Universal Credit.

Decision making & appeals

Bdht operates an internal appeals process for bdht tenants in regard to decisions made under the lettings policies (including the Allocations, Assignment and Succession policies).

The bdht complaints process is used to deal with other causes of dissatisfaction with the lettings service.

Bdht also co-operates with the local authority appeals process for banding and homeless decisions where decisions are made by bdht on behalf of the local authority under contractual arrangements.

1.1 Choice Based Lettings (as above). bdht also manage the homeless duty on behalf of Bromsgrove District Council (BDC). As part of this contract bdht officers assess homelessness duties, provide advice, assistance and practical support to potentially homeless customers.

With partner agencies bdht gained DCLG status as a “Centre of Excellence” for youth homelessness.

Under contract from BDC, bdht was charged during 2018 with the successful implementation of the requirements of the Homelessness Reduction Act 2017. Bdht has built on existing commitments to homelessness prevention. During 2019/20 bdht prevented **82** households from becoming homeless. The table below summarises our performance in preventing homelessness since 2011.

Homeless Preventions	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	95	79	76	65	71	66	89	109	82

bdht has worked with BDC to reduce BDC reliance on temporary accommodation such as hostels to meet the needs of homeless households. As a result 3 out of 4 local authority hostels have been closed and replaced by self-contained units developed by bdht. The fourth is closing this year. Bdht has agreed to provide up to 42 units of temporary self-contained accommodation at any-time.

1.2 The Home Choice Plus policy operated by bdht gives priority for both under occupation and overcrowding within the banding structure.

Allocation criteria have also been amended within the Allocations and Tenancy Policy (to align with under-occupancy terms of the Welfare Reform Act) so that allocations will not be made where this would result in under-occupation as defined by the Welfare Reform Act.

Despite these changes clients are still able, within the limits of the revised criteria, to choose on which actual properties they place a bid.

1.3 CBL includes the Common Housing Register, Allocations and Tenancy policy and local letting criteria within the policy.

Criteria for exclusion are set out in the Home Choice Plus policy and bdht Allocations and Tenancy policy

1.4 The Home Choice Plus Scheme was subject to a full Equality Impact Assessment as part of the scheme development. Documents and leaflets are available in different formats, including easy read. Translation and signing service is available. The Home Choice Plus website has a AAA rating for accessibility. One to one interviews are available and a specialist officer provides specific help for vulnerable customers.

1.5 During 2019/20 the bdht average re-let time for all void properties at 21 days, within the Housemark best quartile (23 days) for organisations in the bdht benchmark group.

1.6 Core compliant. Reporting processes validated through internal audit in 2009 and 2015.

1.7 Housing options interviews are offered to all applicants to ensure that customers are aware of all housing choices available to them before deciding which option(s) to pursue.

1.8 Bdht work in partnership with “HomeSwapper”. This is a national internet based register of tenants who want to exchange tenancy. Promotional leaflets are available in reception and a link is provided from the bdht website.

Tenants can register an interest under this scheme without payment of a fee as bdht pays the subscription fee. Bdht tenants are, therefore, able to do everything set out here under paragraph 1.8 without payment of a fee.

During 2019/20 26 tenants swapped homes by mutual exchange.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Mutual Exchanges	21	34	27	36	28	28	28	26

1.9 The HomeSwapper scheme is compliant with this requirement.

1.10 Homeswapper leaflet displayed at Reception and scheme promoted and signposted via website.

Service standard for mutual exchange published and available from Reception or on request.

Mutual exchange application form and “moving home” leaflet are available from Reception.

1.11 Internet access provided at bdht offices to help customers access the HomeSwapper service. Housing Needs Officers and Support Officers will provide additional support where required.

1.2 Bdht work in partnership with “HomeSwapper”. This is a national internet based register of tenants who want to exchange their tenancy. Promotional leaflets are available in reception and a link is provided from the bdht website.

Recommendations for improvement

- Add Core compliance to 2021/22 internal audit programme

Standard	Tenancy Standard; Tenure
Required Outcome	
<p>2.1 Registered providers shall offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock.</p> <p>2.2 They shall meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements or terms of occupation.</p>	
Specific Expectations	
<p>2.1 Registered providers shall publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, and tackling tenancy fraud, and set out:</p> <p>2.1.1 The type of tenancies they will grant.</p> <p>2.1.2 Where they grant tenancies for a fixed term, the length of those terms.</p> <p>2.1.3 The circumstances in which they will grant tenancies of a particular type.</p> <p>2.1.4 Any exceptional circumstances in which they will grant fixed term tenancies for a term of less than five years in general needs housing following any probationary period.</p> <p>2.1.5 The circumstances in which they may or may not grant another tenancy on the expiry of the fixed term, in the same property or in a different property.</p> <p>2.1.6 The way in which a tenant or prospective tenant may appeal against or complain about the length of fixed term tenancy offered and the type of tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term.</p> <p>2.1.7 Their policy on taking into account the needs of those households who are vulnerable by reason of age, disability or illness, and households with children, including through the provision of tenancies which provide a reasonable degree of stability.</p> <p>2.1.8 The advice and assistance they will give to tenants on finding alternative accommodation in the event that they decide not to grant another tenancy.</p> <p>2.1.9 Their policy on granting discretionary succession rights, taking account of the needs of vulnerable household members.</p>	

2.2 Registered providers must grant general needs tenants a periodic secure or assured (excluding periodic assured shorthold) tenancy, or a tenancy for a minimum fixed term of five years, or exceptionally, a tenancy for a minimum fixed term of no less than two years, in addition to any probationary tenancy period.

2.3 Before a fixed term tenancy ends, registered providers shall provide notice in writing to the tenant stating either that they propose to grant another tenancy on the expiry of the existing fixed term or that they propose to end the tenancy.

2.4 Where registered providers use probationary tenancies, these shall be for a maximum of 12 months, or a maximum of 18 months where reasons for extending the probationary period have been given and where the tenant has the opportunity to request a review.

2.5 Where registered providers choose to let homes on fixed term tenancies (including under Affordable Rent terms), they shall offer reasonable advice and assistance to those tenants where that tenancy ends.

2.6 Registered providers shall make sure that the home continues to be occupied by the tenant they let the home to in accordance with the requirements of the relevant tenancy agreement, for the duration of the tenancy, allowing for regulatory requirements about participation in mutual exchange schemes.

2.7 Registered providers shall develop and provide services that will support tenants to maintain their tenancy and prevent unnecessary evictions.

2.8 Registered providers shall grant those who were social housing tenants on the day on which section 154 of the Localism Act 2011 comes into force, and have remained social housing tenants since that date, a tenancy with no less security where they choose to move to another social rented home, whether with the same or another landlord. (This requirement does not apply where tenants choose to move to accommodation let on Affordable Rent terms).

2.9 Registered providers shall grant tenants who have been moved into alternative accommodation during any redevelopment or other works a tenancy with no less security of tenure on their return to settled accommodation.

Bdht Compliance Position: Compliant

2.1 The original Tenancy Policy was developed in liaison with BDC & RBC to align with the Tenancy Strategy of these authorities.

In May 2017 the Board of bdht agreed a new Allocation and Tenancy Policy consolidating both allocation and tenancy policies into a single document. This Policy was subject to further review and amendment in April 2019.

The Allocation and Tenancy Policy sets out:

- offer criteria, including size, suitability and age criteria;
- grounds on which offers will be withheld including reasons where an offer of accommodation may not be made to an applicant in order that tenancies are both suitable and sustainable
- operation of Local Lettings Plans;
- allocations to sheltered and extra care schemes;
- internal transfers, management moves and decants;
- lettings to staff, Board members and involved residents;
- operation of starter tenancies;
- use of fixed term tenancies;
- factors applicable in determination of the length of any fixed term tenancy offered, including occupancy criteria;
- renewal of fixed term tenancies, including management and income criteria applied;
- designation of homes at “social rent” and “affordable rent”;
- right to appeal decisions made under the policy.

2.1 The Allocations and Tenancy Policy sets out the type of tenancy bdht will grant in particular circumstances. bdht also has additional policies such as the:

- ASB Policy;
- Neighbourhood Management Policy;
- Anti-Fraud and Corruption Policy, and
- Income Collection and Debt Policy

these outline the bdht approach to community interventions, tenancy sustainment, prevention of eviction and tenancy fraud.

2.1.1, 2.1.2, 2.1.3, 2.1.4, and 2.1.5 Set out within the Allocation and Tenancy Policy

2.1.6 Set out in the Allocation and Tenancy Policy and within the Appeals Procedure

2.1.7 Set out within the Allocation and Tenancy Policy.

2.1.8 Set out within the Allocation and Tenancy Policy.

2.1.9 Rights of Succession are set out in the Assignment & Succession Policy and tenancy agreements. Under the Allocation and Tenancy Policy where an applicant does not have the right to succeed a bdht property, however, bdht believe that there would be a duty under Part VII of the Housing Act, should they become homeless, bdht may consider offering a management move.

2.2 Under the Allocation and Tenancy Policy

- fixed term tenancies only apply in exceptional circumstances (equity and housing related debt). In these circumstances a fixed term assured shorthold tenancy of 2 and 5 years will be offered respectively).

2.3 Under the Allocation and Tenancy Policy

Fixed term tenancies will be reviewed during the last year of the tenancy term and a decision letter, which will include the reason for non-renewal, will be delivered to the tenant a minimum of 6 months prior to the end of the original term of tenancy.

Decisions to renew the tenancy and the length of the new tenancy will be delivered to the tenant 6 months prior to the end of the original tenancy.

2.4 Starter tenancies are offered to all new tenants and are for a minimum of 12 months with the ability to extend up to 18 months if there have been any breaches of tenancy (Allocations and Tenancy policy).

2.5 This requirement is set out in the Allocations and Tenancy Policy.

2.6 All new tenants provide a photo identification at sign-up and this is retained on the tenancy file for future reference. All new general needs tenants receive enhanced housing management services for the first year of tenancy.

Subletting information is included in the tenancy agreement. bdht have a sub-letting procedure. We manage this on a case by case basis. Bdht is a founding member of the Mercian Tenancy Fraud Forum, which is a consortium of Registered Providers in the West Midlands and hosted by Powys County Council. Presentations given by member organisations have outlined best practice, including participation

in the National Fraud Initiative, and involvement from specialist legal providers (e.g. implementation of Unlawful Profit Orders). Membership in this consortium also includes performance benchmarking, and sharing of learning.

bdht are members of an internet based national HomeSwapper.

2.7 Tenants are helped to maintain tenancies through the work of the Communities Team, Income Team, 360 Support Team (formerly the Sunrise Team) and the Independent Living Team (previously the Sheltered Living Service).

The Income team provides advice, assistance and sign-posting to specialist services where tenancies could fail financially, and was expanded to provide detailed advice and support to tenants impacted by the effects of welfare reform and Universal Credit.

The ASB and tenancy management policies stress the need to prevent eviction wherever possible using non-legal tools such as “community interventions” and mediation in the first instance.

2.8 bdht complies with this requirement.

2.9 bdht complies with this requirement.

The Tenancy Policy (as incorporated into the Allocations and Tenancy Policy) and tenancy agreements have been reviewed by solicitors to ensure legal and regulatory compliance.


Recommendations for improvement

None.



Local Offer Summary: Your Choices


- To house local people, we aim to build as many new homes in Bromsgrove and surrounding areas as we can.
- We will give you as much choice as possible, to find the most suitable, affordable home.
- We will work with you to prevent you becoming homeless, or find solutions if you are.
- We will offer you a tenancy that meets your housing needs.

 Development	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
Number of new homes developed/acquired	127	165	126	28	35	79	109	R	↓
Satisfaction with quality of new home	100%	NA	100%	NA	100%	100%	100%	G	↔
Percentage of repairs completed within 28 days within the 12 months defects liability period.	68.95%	NA	100%	100%	93.94%	89.62%	90.5%	R	↑

Key Issues

Properties Developed - Section 106 – delivery profiles set by private developers changed meaning original target of 126 has not been achieved. These properties will now be delivered during 2020/21, however, due to government restrictions imposed to contain the spread of coronavirus many sites have been closed by developers which will lead to further delays in property handover.






Repairs in Defects Period – The development team continue to liaise closely with developers to ensure targets are met. This does, however, remain an area for continued improvement. Feedback from developers on completion of works remains poor.

 Re-lets	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
Average re-let times for sheltered and general needs combined (excluding new build)	17.53	23.01	20	17.30	20.80	21.58	21.01	A	↓
Satisfaction with condition of re-let home – did property meet letting standard	95.06%	NA	95%	90.63 %	89.55%	92.31%	90.16%	A	↓
Satisfaction with the overall allocation process	100%	100%	100%	97.06 %	97.14%	96.26%	96.06%	A	↓

Key Issues –

Average Re-Let Times – this year more vacant properties have required major works to bring them up to decent homes standard. Properties are more likely to require extensive works following eviction of the previous tenant or where very long standing residents vacate, often elderly residents who have refused the offer of home improvements. This year there have been a total of 19 evictions and 40 vacancies where the previous tenant had been resident for over 20 years (13% of terminations this year, normally this group of tenancies account for around 9% of terminations).

Meeting the Letting Standard – from 122 responses, 9 respondents stated that standard was not met – follow up inspection arranged – minor issues only and generally not relating to letting standard and 3 respondents stated they hadn't or could not remember receiving a copy of the standard.

Satisfaction with letting Process – of 127 respondents only 3 expressed dissatisfaction. Any issues raised are taken up with the service manager. No major issues/themes to address.									
 Prevention	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
Number of households prevented from becoming homeless	109	NA	90	22	44	60	82	R	
Prevention of homelessness has been impacted this year by fewer private landlords accepting referrals and a reduction in bdht stock turnover and new developments.									
 Shared Ownership	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
Number of new tenancy / SO visits completed as a % of completions	A= 59.80%	NA	A= 60%	37%	38.23%	38.60%	30.75%	R	
A= Percentage of appointments booked for properties handed over within the period B= Percentage of booked appointments attended to	B= 86.66%	NA	B= 100%	100%	100%	91%	66.67%	R	
Key Issues Home-ownership team continue to offer home visits to all new shared owners but take up has been disappointing. Missed appointments have been the result of customers failing to keep appointments.									

Standard	Neighbourhood & Community Standard: Neighbourhood Management
Required Outcomes	
Registered providers shall keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They shall work in partnership with their tenants and other providers and public bodies where it is effective to do so.	
Specific Expectations	
1.1 Registered providers shall consult with tenants in developing a published policy for maintaining and improving the neighbourhoods associated with their homes. This applies where the registered provider has a responsibility (either exclusively or in part) for the condition of that neighbourhood. The policy shall include any communal areas associated with the registered provider's homes.	
Bdht Compliance Position: Compliant	
Bdht amalgamated a number of estate based policies into an over-arching Neighbourhood Management Policy in 2011, this was reviewed in May 2015 and again in 2018.	
Bdht recognises that our neighbourhoods and communities are not homogeneous and that local needs and priorities vary from estate to estate. During 2019/20 bdht began work with residents and partner agencies drawing up local community plans to ensure resources and action plans are targeted to meet the specific needs of each community. During 2020/21 the first Community Plan is being delivered at the complex of flats at Burcot Lane in Bromsgrove.	
In response to priorities identified by tenants and to deliver service efficiencies, bdht has now brought in house contracts to deal with fly tipping, graffiti and street cleansing to ensure our estates are clean and pleasant places to live.	
During 2019/20 26 trained Tenant Grounds Maintenance Inspectors carried out 203 assessments checking that the grounds maintenance contractor had undertaken work in accordance with the contract specification. Similarly 25 Tenant Cleaning inspectors checked on the standard of cleaning in communal areas on 371 occasions. Findings are reported to Environmental Services Team including any required works to meet standards. A summary report is provided to the Residents Scrutiny Panel on a quarterly basis.	

Inspector scores show a high level of compliance with contracts during 2019/20, although improvements are still sought in regard to full compliance with the cleaning specification.

Grounds maintenance – grass cutting – 96% satisfaction with quality of cut

Communal cleaning – 95% of cleaning requirements met.

Bdht has a number of key strategic links with local organisations, including the police, the fire service, the college, the NHS and local charities. We are actively involved in the Bromsgrove and Redditch Network, Bromsgrove Partnership, North Worcestershire Safety Partnership & SOCJAG and others. We are partnering effectively with these organisations, and other local community facilities to complement our offer, and not overlap.

The bdht Estates Officer undertakes estate walkabouts on a cyclical basis (frequency is determined by a risk assessment) to identify issues of concern and feedback to customers. Tenants, residents and representatives of partner agencies are all invited to participate. During 2020/21 bdht has plans to develop these walkabouts further with senior bdht officers in attendance from multiple disciplines in order to ensure all issues identified are actioned quickly.

The Housing & Communities Directorate lead bdht efforts to obtain tenant feedback on community matters at a series of community fun days held during the summer each year since 2015. During 2019/20 four events were held in Charford, Sidemoor, Norton and Hollywood. Unfortunately these events may not be repeated during 2020/21 due to Covid-19 restrictions..

Grounds Maintenance

All grounds maintenance work is undertaken by external contractor. Compliance with contracts is managed by the Environmental Services Team.

Satisfaction with the grounds maintenance service is high (see Grounds Maintenance inspector scores shown above). Members of the Environmental Services Team also undertake compliance checks.

During 2019/20 bdht received two complaints about this service.

Fly-Tipping

Removal of fly-tipping is important in maintaining both the visual appearance of estates but also ensuring that any health hazards are removed. 100% of fly-tipping reported to bdht was removed within our 5 working day target.

During 2019/20 bdht received 0 complaints about failure to remove fly-tipping.

Housing Officers are working in partnership with Bromsgrove District Council to co-ordinate an approach to tackling fly-tipping.

Communal Cleaning

All communal cleaning is now undertaken by external contractors. Compliance with contracts is managed by the Environmental Services Team.

Bdht has recruited and trained tenants to act as communal cleaning inspectors (inspection results show a high degree of contract compliance – see comments above). Members of the Environmental Services Team also undertake compliance inspections.

During 2019/20 bdht received three complaints about this service. Where complaints are justified action is taken with the contractor to remedy the service failure.

1.1 All bdht policies, procedures and service standards are developed in consultation with our customers. Tenants were involved in the process to select grounds maintenance and cleaning contractors. The Grounds Maintenance specification is based upon extensive pre-stock transfer consultation. Bdht has maintained this promise and delivered further enhancements to the grounds maintenance service. The current cleaning specification was amended following extensive consultation with tenants.

With residents bdht has developed a range of policies and service standards to maintain neighbourhoods, including:

- Neighbourhood management policy incorporating, grounds maintenance, vehicle and bdht land use and estate cleansing;
- Hate crime
- ASB

Recommendations for Improvement

- Implement and develop Community Plans
- Implement programme of enhanced estate walkabouts

Standard	Neighbourhood & Community Standard: Local Area Co-Operation
Required Outcomes	
Registered providers shall co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where they own properties.	
Specific Expectations	
<p>2.1 Registered providers, having taken account of their presence and impact within the areas where they own properties, shall:</p> <ul style="list-style-type: none"> • identify and publish the roles they are able to play within the areas where they have properties • co-operate with local partnership arrangements and strategic housing functions of local authorities where they are able to assist them in achieving their objectives 	
Bdht Compliance Position: Compliant	
Bdht has a number of key strategic links with local organisations, including the police, the fire service, the college, the NHS and local charities. We are actively involved in the Bromsgrove and Redditch Network, Bromsgrove Partnership, North Worcestershire Safety Partnership & SOCJAG, Worcestershire Strategic Housing Partnership, and others. We are partnering effectively with these organisations, and other local community facilities to complement our offer, and not overlap.	

Bdht work to develop learning, skills and job opportunities for local people through the Fusion Project job coaches. Bdht also supports training opportunities, with partners, through fully functional training rooms at the Charford community POD.

During 2019/20 bdht supported 23 residents into employment and 18 residents into training.

Last year bdht held a community days in Charford, Sidemoor, Norton and Hollywood. These events were supported by our partners and local businesses, with many gifts being donated as prizes.

2.1 bdht uses a number of methods to publicise its role in the communities it serves including:

- Social Media
- Posters
- Service Standards
- Annual Report to Residents
- Newspaper articles,
- bdht Website

bdht are active members of North Worcestershire Safety Partnership and work in partnerships with the local authority (concerning homelessness, housing needs, community safety, the local economy and environmental health).

Recommendations for Improvement

Current focus is on the role bdht plays in the Bromsgrove district, where the majority of stock is located. Strategies need to develop in line with stock acquisition and development to set out the extent of our community contribution in local authorities where we have a minority stock holding.

bdht has a corporate objective to further enhance local partnerships and during 2019/20 a Board led Short-Life Working Group developed an action Plan to do this. This plan will be implemented during 2020/21.

Standard	Neighbourhood & Community Standard: Anti-Social Behaviour
Required Outcomes	
Registered providers shall work in partnership with other agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes.	
Specific Expectations	
3.1 Registered providers shall publish a policy on how they work with relevant partners to prevent and tackle anti-social behaviour (ASB) in areas where they own properties.	
3.2 In their work to prevent and address ASB, registered providers shall demonstrate:	
<ul style="list-style-type: none"> • that tenants are made aware of their responsibilities and rights in relation to ASB • strong leadership, commitment and accountability on preventing and tackling ASB that reflects a shared understanding of responsibilities with other local agencies • a strong focus exists on preventative measures tailored towards the needs of tenants and their families • prompt, appropriate and decisive action is taken to deal with ASB before it escalates, which focuses on resolving the problem having regard to the full range of tools and legal powers available • all tenants and residents can easily report ASB, are kept informed about the status of their case where responsibility rests with the organisation and are appropriately signposted where it does not • provision of support to victims and witnesses 	
Bdht Compliance Position: Compliant	
Bdht has published an Anti-Social Behaviour Policy.	

During 2019/20 bdht received **620** reports of Anti-Social Behaviour, nuisance or a requirement for community intervention, this compares to **704** reports during 2018/19. The estates generating most complaints (almost 50% of the total number) were Sidemoor 130 (down from 145 during 2018/19), Charford 98 (down from 130 in the previous year, and Norton 78 (down from 89 during 2018/19).

Case Officers regularly review cases (twenty day reviews) and provide updates to Reporters of ASB. The Communities Team manager undertakes regular case audits to ensure process compliance.

During 2019/20 BDHT received 11 **formal** complaints relating to how we dealt with ASB (two more than were received during 2018/19). However customer satisfaction with case handling increased during 2019/20 to 79% (compared to 68% during 2018/19).

Bdht work in partnership with local statutory and voluntary agencies to deal with ASB. Bdht are active members of the Bromsgrove Hate Crime Partnership (HCP), MAPPA, MARAC, MATES, and Community Safety Partnership. Housing officers work closely with the Police to tackle local community issues.

3.1 ASB policy specifically refers to working with partners to tackle ASB. This commitment is confirmed within our published service standard.

3.2 New tenants are made aware of their rights and responsibilities in relation to ASB at their sign-up visit. This is reinforced at post tenancy engagement with their Housing Officer (or in sheltered schemes their Independent Living Advisors).

Tenants rights and responsibilities regarding ASB are also set out in the:

- Tenancy Agreement and
- ASB leaflet.

bdht places a great deal of emphasis on prevention of ASB, such prevention work includes;

- Family Interventions project referrals
- Referrals to floating support
- Community Interventions
- External support agencies
- bdht Good Neighbour Agreements
- Acceptable Behaviour Contracts

- Mediation
- Case conferences
- Restorative justice

Where other options fail, or the ASB is so severe, bdht will take legal action, including injunctions and tenancy demotions. Bdht will seek to evict tenants in the most severe of cases or as a last resort.

During **2018/19 2** tenants were evicted for anti-social behaviour (this compares to 5 during 2018/19).

The Communities Team regularly attend training to keep up with changes to legislation and best practice.

Tenants can report ASB through a variety of channels:

- In writing
- In person
- online via the “mybdht” customer portal
- Out of hours
- Email

Postings via social media are also addressed.

Referrals to other specialist agencies are made where appropriate.

Support for witnesses is provided through:

- Access to the bdht “Communities Fund”
- Referrals to Victim Support via the police
- Access to the Sanctuary Scheme (Domestic Violence)
- Membership of MARAC, an organisation supporting victims of domestic abuse.

Recommendations for Improvement





Local Offer Summary: Your Neighbourhood

- We will work with you to make your communities as pleasant as possible.
- We will help to reduce crime, and tackle anti-social behaviour.
- We will work with partners to support people to find employment opportunities, and access benefits and training available to them.
- We will help people and communities to reach their full potential
- We will work with you to sustain your tenancy.
- If you are affected by welfare reform and the introduction of Universal Credit we will work with you and provide support

	Neighbourhood	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
	Response to fly-tipping within target time	100%	NA	100%	100%	100%	100%	100%	G	↔
	Ground Maintenance Inspection - % of inspections stating grass cutting standard met in full	97%	NA	95%	97%	96%	96%	96%	G	↓
	Cleaning: % of inspections – cleaning specification met	93%	NA	97%	96%	95%	95%	95%	A	↑

Key Issues

Communal Cleaning: Issues identified by inspectors raised with contractor. Head of Service has met with contractor.

 Anti-Social Behaviour	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
ASB - % of respondents expressing satisfaction with handling of ASB report.	67.86%	88%	=>75%	54.55%	70%	77%	78.57%	G	↑
Key Issues –									
 Employment Services	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
Total Number of tenants working with bdht employment support services moving into employment.	13	NA	15	5	9	18	23	G	↑
Tenancy Sustainment									
Tenancy Sustainment	Year End 2018/19	Top Quartile	Target 2019/20	Qtr 1	Qtr 2	Qtr 3	Qtr 4	PI Against Target	Trend From 2018/19
Number of tenancies terminating in under 12 months expressed as a % of all terminations	14.04%	NA	<12%	5.63%	7.10%	8.05%	8.97%	G	↑

Difference in arrears total of Universal Credit claimants between start date and a) 6 months b) 12 months	+6.4%	NA	A= +9%	-2.4%	-0.44%	6.4%	17.77%	R	↓
	-20.3%	NA	B= +5%	-3.9%	-5.4%	-13.1%	-8.4%	G	↓

Key Issues

There has been a significant adverse variance in terms of the impact of Universal Credit on rent arrears since last reporting. This could in part be due to variances between UC payment cycles and bdht reporting cycles but could also, in part, be an early sign of the impact of Covid-19 restrictions as more tenants make application for Universal Credit.

¹ Housemark Central LSVT Benchmarking Club 2018/19