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Welcome to the 2020 Annual Report to Residents

Tenants, Shared Owners and Leaseholders

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Welcome to the 2020 Annual Report

The Report sets out how we have performed during 2019/20, against national standards and our local service offer as assessed by the Residents Scrutiny Panel. Wherever possible, we compare our performance with other landlords.

Any benchmarks used refer to the Housemark Full Annual Report 2018/19 benchmarking **bdht** against 42 similar organisations, except where specifically stated to the contrary.



Mary Miller, Chair of the Board

The quality of your home, your neighbourhood and the services you receive from us are priorities for the Board.

I am really pleased to report that we have achieved a great deal over the last 12 months, including:

- Delivering over 100 new homes to meet housing need
- Investing nearly £3 million in upgrading current homes
- Working with residents to improve local neighbourhoods
- Providing new ways to access services
- Resolving complaints more quickly, where on occasion we fall short in our delivery

We always want to improve, and each year we set out how we will do this. We had many plans for 2020/21, some of which are set out in this report. However, we are still very much focused on dealing with the on going impact of Covid-19 and since 'lockdown' in March, these have been difficult times for you and our staff.

I am immensely proud of how our staff have been able to maintain core services during these unprecedented times. Keeping both customers and staff safe has been our top priority and as such, it has meant that we have had to temporarily suspend some services, such as non-emergency repairs. I would like to take this opportunity to thank all customers for their support and forbearance during this time.

We know many of you are still struggling during this time, due to the economic impact of the pandemic and would like to encourage you to contact us if you are in need of advice and support.

Operating in a new 'normal', our priority is to return to delivering our full range of services as soon as possible.

Please take the opportunity to view the Report and, good or bad, please let us know how you feel about our services.

Mary Miller – Chair of the Board

Our values

Caring

To care about the quality of services we provide to our customers and the welfare of the Trust's employees.

Enabling

To enable our customers to access and choose services wherever possible and empower the Trust's employees to deliver high standards of customer service.

Fair

To deliver a consistently excellent service to all customers and to always be fair in the day to day support of the Trust's employees.

Honesty

To only promise services to customers that we can reliably deliver and be an employer who is trustworthy and acts with integrity.

Positive

To display a positive 'can-do' approach to customer service and support and encourage the Trust's employees in this respect.

Meeting the standards

There are seven national standards that a housing provider is expected to meet. **During 2019/20, we have met the:**

- **Tenant Involvement and Empowerment Standard** – customer service, choice and complaints, involvement and empowerment, understanding and responding to diverse needs
- **Home Standard** – quality of accommodation, repairs and maintenance
- **Tenancy Standard** – allocations and tenancies
- **Neighbourhoods and Community Standard** – neighbourhood management, local area co-operation and dealing with anti-social behaviour
- **Rent Standard**
- **Value for Money Standard**
- **Governance and Financial Viability Standard**

During 2019/20 we have continued to deliver services as promised within our offer to customers.

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Listening and involving you

Our offer to you

- We aim to deliver excellent customer service in a way that suits you
- We will treat you fairly with courtesy and respect

We continue to offer a variety of ways for customers to contact us, depending on personal preference.

Ways to get in touch

 Website/Portal: www.bdht.co.uk/mybdht

 Email: contactus@bdht.co.uk

 Phone: 0800 0850 160 or 01527 557557

 Text: 83080 start your message with the word **bdht**

 Fax: 01527 557600

 Letter: FREEPOST **bdht**

 In person: **bdht** offices, Buntsford Court

 Facebook: facebook.com/bromsgrovehousing

 Twitter: twitter.com/bdht

During 2019/20, customers contacting us through **mybdht** increased by a third compared to 2018/19 (increasing from **1696** to **2262** contacts). Over the same period, we experienced a **10% reduction** in telephone call volumes to **83,582**.

If you haven't already done so, please start taking advantage of this great service. If you need any help getting started, please contact us by email at contactus@bdht.co.uk or by phone on 0800 0850 160.

mybdht is a 24/7 service option for you to:

- Report repairs
- View your rent account
- Pay your rent
- Report complaints
- Provide feedback

However you contact us, we are committed to providing the same high level of customer service.



Customer service – how have we performed?

Customer service – how have we performed?	Benchmark	Target	Results	
Satisfaction with call-handling	Top 25%	>=98%	97.89%	

Customer service – how have we performed?	Benchmark	Target	Results	
Percentage of calls abandoned	Top 25%	<4%	2.13%	

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Customer involvement

Our offer to you

- We will ensure you are listened to and give you opportunities to be involved
- You can be involved in a number of ways to suit you to help improve services for everyone
- In a time of crisis, we want you to feel that we will listen to you

You can participate in the following ways (subject to vacancies and selection):

- Cleaning Inspector
- Grounds Maintenance Inspector
- Tenant Mystery Shoppers

- Member of the Resident Scrutiny Panel (membership limited to 9 tenants, 1 leaseholder and 1 shared owner)
- Member of the **bdht** Board (2 members of the Board must have experience as tenants, shared owners or leaseholders)
- Completing customer surveys

If you would like more information about any of these options and the rewards available to participating residents, please contact the Business Improvement team via the [mybdht](#) website portal, by email at contactus@bdht.co.uk or call us on 0800 0850 160.

Satisfaction survey results

During 2019/20, we have received **1473** responses to our bi-annual satisfaction survey sent to all tenants, shared owners and leaseholders. Throughout this period:

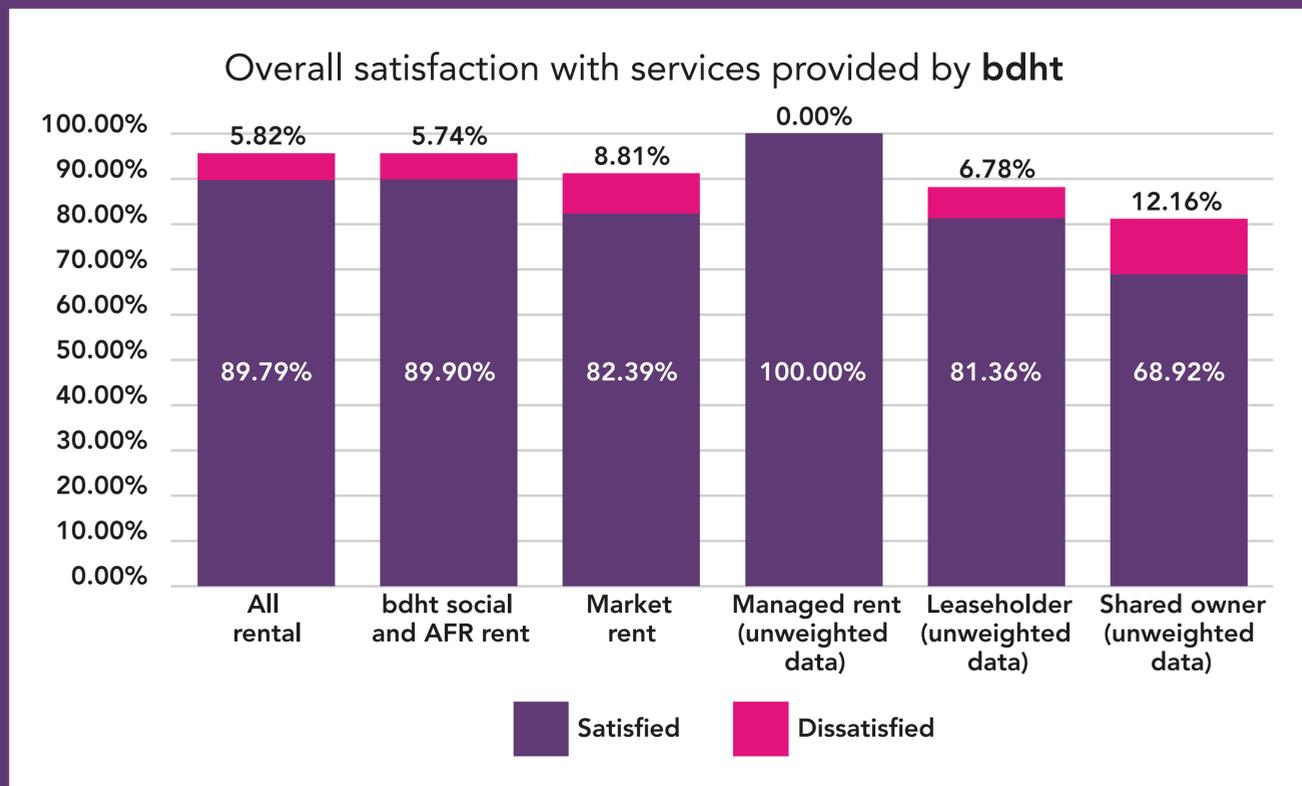
- **2190** responses were also received throughout the year to service specific surveys
- **25** cleaning inspectors carried out **371** cleaning checks
- **26** grounds maintenance inspectors undertook **203** assessments
- **23** Tenant Mystery Shoppers tested our services on **84** occasions
- **54** residents attended Focus Groups during the year

Tenants who have participated in the above activities have helped improve many services including:

Cleaning Inspectors Resident Scrutiny Panel	Communal Cleaning Standards being met:	
	2012/2013 56%	2019/2020 95%
Customer Surveys and Residents Scrutiny Panel	The Customer Survey Action Plan (see below)	
Tenant Mystery Shoppers	<ul style="list-style-type: none"> • Contacting customers requesting repairs to communal areas to confirm that a job has been raised • Checking customers contact information • Staff promotion of mybdht 	
Grounds Maintenance Inspectors	Maintaining high standards of service – 2019/20 – standards met - 96% of tenant inspections	

A really big thank you to our 1473 tenants, leaseholders and shared owners who responded to our customer satisfaction survey.

9 out of 10 tenants expressed satisfaction with the overall service provided by **bdht** as a landlord. Satisfaction levels were lower for leaseholders (8 out of 10 expressing satisfaction and shared owners (at just under 7 out of 10).



Detailed results from this survey can be viewed on our website at <https://www.bdht.co.uk/about/our-performance/annual-reports/>

Customer Survey Action Plan

The detailed results, and feedback from a number of customer focus groups held in early 2020, were reported to the Residents Scrutiny Panel and Board. The Board have approved the following actions to further improve customer satisfaction:

Involving customers in service design and delivery:

- Develop a revised framework for resident engagement
- Provide training for staff on engaging customers in service design
- Agree a programme of services to be reviewed with customers
- Deliver customer service training with ongoing support for staff and managers

Improving the delivery of repairs and maintenance:

- Review delivery of response repairs service to maximise the number of repairs completed right during the first visit whilst completing repairs within timescales agreed by residents
- Speed-up the time taken to replace condensed glazing units through a phased release of 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 regularly informed about component review dates

Managing anti-social behaviour:

- Develop a neighbourhood coaching approach to managing lower levels of anti-social behaviour and nuisance

Listening and acting on residents' views

- Relaunch of estate walkabouts to identify and resolve issues with residents
- Launch local neighbourhood newsletters to update residents on work being undertaken to improve local neighbourhoods

Services for Shared Owners

Last year, we told you about our plans to improve the customer experience of shared owners, including:

1. Access to a rechargeable repairs service
2. Revise literature to ensure charges and responsibilities are clear for shared owners, when buying or selling their home
3. Offer to meet with new shared owners in their home to provide information and advice
4. Integrate the shared ownership services across **bdht's** teams to provide a more efficient service for shared owners

We hope as more shared owners take advantage of these services that satisfaction levels will increase. If you have ideas of how we can further improve services, please let us know.

If you are a shared owner and would like any assistance or are interested in selling your home or staircasing, please contact us via email on shared@bdht.co.uk.

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Complaints, compliments and feedback

Our offer to you

- We will respond quickly to complaints and learn from our mistakes

Your feedback is really important to help us improve services for you and all of our customers. Thank you to all of those who took time last year to let us know your views.

Please let us know how you feel, good or bad, so we can learn and improve. You can do so via mybdht at www.bdht.co.uk, by email: contactus@bdht.co.uk or by phone on 0800 0850 160.

If you are dissatisfied with any action we have taken or failed to take, or the standard of service provided, please tell us. We will try to resolve your complaint quickly either through a quick fix (within two working days) for simpler issues, or through a formal complaint for more complex problems (within 10 working days).

During 2019/20, we aimed to resolve complaints more quickly and where appropriate as quick fixes. The total number of complaints received during 2019/20 increased by 40% compared to 2018/19, with formal complaints increasing by 20% and quick fixes by 60%.

Despite the increase in complaints, our customer satisfaction score (see page 3 above) has remained stable at around 90% over the last five years. This increase in complaints may reflect a greater confidence amongst customers in telling us when things have gone wrong. We welcome this as it provides us with the opportunity to put things right and to learn for the future.



When we looked into these complaints, in more than two-thirds of the cases (68%) we agreed with our customer that there had been a service failure and agreed action to rectify the failure (10 percentage points higher than for 2018/19).

Of those more complex formal complaints, 82% were resolved at the first stage of our internal complaints process, lower than the 90% achieved during 2018/19. 17 complaints were reviewed at stage two of our internal complaint process, one complaint was investigated directly at stage two (without a stage one investigation), of the other 16 cases, the original decision was over-turned in four cases.

The main cause of formal complaints during 2019/20 were:

Category	2017/18	2018/19	2019/20
Poor communication	17	36	29
Delays to completing repairs	22	34	34
Poor customer service	6	8	13
Handling of anti-social behaviour (ASB)	8	4	6
Failure to remedy damp and mould	2	0	6

The main causes of complaint follow a similar pattern to previous years which is disappointing. We have put a lot of effort into improving communication with customers, completing more repairs in a single visit and introducing innovative ways to deal with anti-social behaviour. Continued complaints in these areas show we have more work to do.

How we aim to improve:

Communicating with customers

- All customer contacts are logged on our computerised housing management system
- All actions have a target response time which are monitored and reviewed
- Calls are recorded for monitoring and training purposes

Customer service

- Over the last year all staff have received specialist customer service training
- All teams receive ongoing coaching to improve customer service

Handling ASB

- We are in the process of trialling a new coaching approach to resolve lower level instances of anti-social behaviour and nuisance

Damp and mould

- We are reviewing how we manage reports of damp and mould following a spike in reports over the last winter

Tenants still dissatisfied at the end of our internal complaint process can contact a "designated person" (a local district Councillor or any MP) and ultimately take their complaint to the Independent Housing Ombudsman. **During 2019/20 one complaint was escalated to the Housing Ombudsman. Whilst we are not complacent, we are proud that in the past sixteen years no complaint against bdht has been upheld by the Ombudsman.**

Complaint handling performance summary

For 2019/20, we set striving targets and although we have been unable to hit these targets, we have nevertheless responded:

- To more complaints
- More quickly
- With more complaints resolved as quick fixes than in 2018/19
- The average time to resolve formal complaints falling from 19 days to 15

Indicator	How we compare	Target	Performance	
% of complaints resolved at first stage	NA	92%	82%	
% of Complaints investigated in target	Third Quartile	95%	80%	
Complaints upheld	NA	Not Set	68%	
Satisfaction with complaint handling	Fourth Quartile	Not Set	67%	

During 2019/20, we recorded 133 compliments. Thank you for taking the time to let us know when you are pleased with our services.

Your home

Improving homes: our offer to you

- We will ensure that you have a decent home to live in
- We will strive to make your home as energy efficient and affordable to heat as possible
- If you have a disability, we will help you adapt your home to suit your needs
- We will repair your home quickly and make improvements when required

During 2019/20, bdht spent £4,663,000 towards improving, repairing, maintaining and adapting customers' homes.

Routine maintenance	£1,517,000
Planned maintenance	£443,000
Capital works	£2,703,000
Total	£4,663,000

Improvements and adaptations – how have we performed?

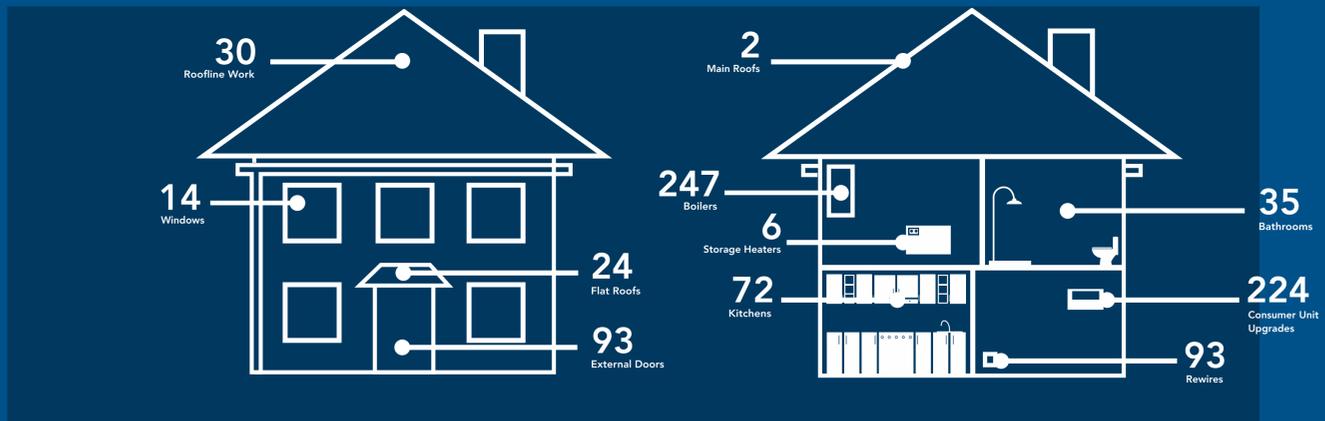
	Benchmark	Target	Results	
Percentage of homes meeting the Decent Homes Standard	Top 25%	100%	100%	

	Benchmark	Target	Results	
Satisfaction with the aids and adaptation service	NA	100%	100%	

	Benchmark	Target	Results	
Satisfaction with planned works delivered	NA	97%	99.48%	

	Benchmark	Target	Results	
Number of adaptations completed	NA	Not Set	249	

During 2019/20 improvements carried out included:



Keeping you safe in your home

We are continuing our focus on health and safety, and therefore carrying out more frequent checks on your home.

Gas safety remains a priority, and it's vital that you allow us access to your home annually to check your boiler and other gas appliances. Other health and safety priorities include:

- Fire risk assessments
- Electrical checks
- Legionella testing
- Management of asbestos
- Lifting equipment
- Tree maintenance



Our performance in keeping you safe in your home:

	Target	Performance at 31/03/2020	
Communal Area Fire Risk Assessments	100%	100%	
Communal Areas: Annual Asbestos Inspections	100%	100%	
Legionella: Monthly Tests Completed	100%	100%	

	Target	Performance at 31/03/2020	
Lifts Serviced in Target	100%	89.81%	
Homes with a current Electrical Safety Certificate	100%	99.95%	
Homes with a current Gas Safety Certificate	100%	100%	

Where we have failed to achieve target, this is the result of restricted access due to Covid-19 and where customers were self-isolating. Our engineers have been supplied with the correct PPE and have been instructed to follow strict operating procedures to keep customers safe.

Thank you to all those customers who provided access to their homes last year. We did have to take legal action against a small number of residents to obtain access to carry out this vital work.

Equipment and adaptations

Where homes need to be adapted to help tenants live independently, we will undertake works up to a value of £1,000. Works costing more than this will be referred to the local authority for grant funding.

We continue to provide funding for the occupational therapy service to ensure waiting times for our customers are minimised. During 2019/20, bdht spent £127,000 completing 249 adaptations to tenant's homes to meet their changing housing needs and maintaining existing adaptations.

We are also actively working to undertake as many simple, minor works, without the need for an OT assessment through our trained operatives and independent living team.

If you think you need an adaptation made to your home, please contact bdht directly.



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Repairing your home

Our offer to you

- We will repair your home quickly and make improvements when required
- We will regularly check your home to make it safe and secure
- We will offer appointments and try to fix faults first time

During 2019/20 we:



Customers have told us that they prefer repairs to be undertaken by our in-house teams and be completed right first time wherever possible.

During 2019/20, performance in repairs delivery was:

	How we compare	Target	Results	
Repairs completed by appointment	Not available	100%	100%	😊
Repairs completed right first visit	Direct comparison not available	90%	89.38%	😐
Satisfaction with completed repair	Top 25%	99%	98.82%	😐
Overall satisfaction with repairs and maintenance service	Top 25%	>86%	88%	😊



Repairs online

Last year, over 1100 repairs were reported by customers online via mybdht, nearly twice as many as in the previous year. Thank you to all our customers using this digital gateway. If you have not already used this service, we would encourage you to try it. If you are unsure how to do so please contact us.

Right first visit

As we reported last year, following customer feedback, we were determined to carry-out more repairs right first visit. Although we have just failed to reach our 90% target, we still managed to improve our performance, increasing the percentage completed right first visit from 84% during 2018/19 to 89% during 2019/20.

We are doing all we can to ensure that wherever possible the fault is correctly identified before we attend and have the correct parts available, but we also need your help.

We make appointments to carry out works and will send text reminders. bdht offers confirmed appointment 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

Please help us to deliver an excellent service by ensuring that someone 16 years or older provides access for the appointment, or to contact us if the appointment needs to be changed.

Last year, we had 588 confirmed appointments where access was not provided. This is a reduction from the 861 appointments missed in the previous year but still equates to a loss of 84 days productivity and impacts upon our ability to get works completed faster for customers. At £33.00 per visit, there is also a financial implication of £19,404 for time, staff costs and fuel.

Thank you to all our customers who kept their appointment.

In **2019/20** we had **588** confirmed appointments where access was not provided

This is a loss of **84** days productivity and impacts our ability to get works completed faster for customers

At **£33** per visit there is also a financial implication of **£19,404** for time, staff costs and fuel

Roofing team

During 2019/20, in addition to completing larger planned works, our in-house roofing team:



Repairs MOT

In 2019/20, 28 residents signed up to receive the Repairs MOT service.

This service offers a visit every six months for 3 hours to undertake small repairs, reducing the number of visits needed and the need to ring in non-urgent repairs.

If you would like to receive this service please call us on **0800 0850 160**.

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Gas repairs to your home

Our offer to you

- We will repair your home quickly and make improvements when required
- We will regularly check your home to make it safe and secure
- We will offer appointments and try to fix faults first time

Gas servicing

During 2019/20, we completed gas safety checks to all bdht homes with a gas supply at a cost of **£214,000**.

During 2019/20, **432** customers gave us their views of the gas repairs service, with **99.77%** of customers satisfied with the annual gas safety service undertaken.

Gas servicing - how have we performed?

	How We Compare	Target	Results	
Rental Homes with a valid gas safety certificate at 31st March 2020	Best 25%	100%	100%	

Your safety is our top priority. To continue to keep you safe, we need you to provide us with access to your home each year to complete our annual gas safety check. It is a legal requirement to have an up-to-date gas safety certificate. Except where customers are self-isolating in accordance with Government guidance, on the rare occasions that customers fail to provide access we take court action to gain entry.

What we check as part of your gas service:

- The gas meter is working properly
- That your boiler is maintained and safe
- Check pipework
- Do a visual inspection of your gas cooker
- Carry out a gas safety check on gas fires installed by us and that tenant's own fires have a valid gas safety and flue check

Everyone's first gas servicing appointment will be a minimum of 28 days before your certificate is due to expire. Your appointment will be earlier than your certificate expiry date, this is because we want to be sure that we can complete the service within time and still have team members free to make any repairs during the winter.

If you are struggling to provide access during working hours, please [contact us](#).



Gas repairs

During 2019/20:

we carried out
2317
gas repairs

99.45%
of customers
were satisfied
with the repair
service

we spent
£263,000
on completing
these repairs

We want to reduce inconvenience to customers caused by repeated heating failures. During 2019/20, we fitted new energy efficient boilers to 247 homes. We are continuing to invest in modernising heating systems and use repair data to focus replacement programmes on those boilers breaking down most often.

Gas repairs - how have we performed?

	How we compare	Target	Results	
Gas repairs completed right first visit	Direct comparison not available	90%	87%	

Again, we are targeting to do more repairs right first visit during 2020/21 (90%) than we achieved during 2019/20.

Gas emergencies

If you smell gas, you should contact Cadent on 0800 111 999 immediately.

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Repairing and re-letting vacant homes

Our offer to you

- We will ensure that you have a decent home to live in

During 2019/20:

- 312 bdht properties were vacated (8% of our total), this compares to 367 during the previous year
- The total cost of repairing vacant properties during 2019/20 was £971,000

Performance in re-letting vacant homes has been good, with letting times only marginally over target, and generating high levels of customer satisfaction.

Repairs to empty properties - how have we performed?

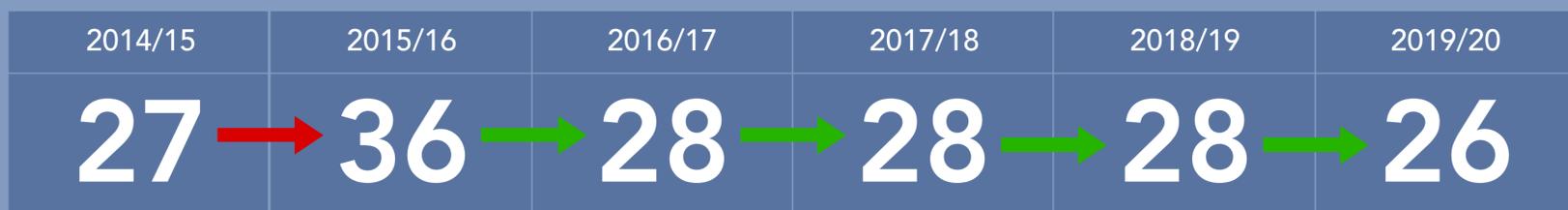
	How we compare	Target	Result	
Average time to re-let properties	Top quartile	20 days	21 days	
Average cost of repairing empty properties	Not available	£2,300	£3,050	
Tenant satisfaction with the allocation process	Fourth quartile	100%	96%	
Tenant satisfaction with condition of the re-let home – did property meet the Letting standard?	Not available	95%	90%	

The average cost of repairing vacant properties increased this year as more properties were returned to us, requiring more extensive repair works than we would normally expect. This can occur when tenants are evicted or abandon their home, or where a departing tenant has previously refused property improvements.

Mutual exchanges

During 2019/20, 26 tenants swapped homes.

Total mutual exchanges



If you are looking to move home, you may be interested in joining HomeSwapper.

HomeSwapper is a website to help customers identify others who want to exchange homes, access to the site is free for bdht customers. You will be able to advertise your property and receive automatic matches for your needs. Visit www.homeswapper.co.uk for more information.



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Housing and Communities

This year, we have been focussed on ensuring the new Housing Strategy becomes embedded in the organisation, offering better services to our customers, and greater satisfaction. The primary objective is to create sustainable communities, places people want to live and stay in. The Housing Strategy pulls all the strands that affect our customers, their tenancies, their homes, and the wider community, and try and improve them. We're not here to do it for people but we will work with customers, and our strategic partners, to help those communities grow and thrive.

Our First12 initiative increases the support we give people in the first twelve months of their tenancy, helping with finances, and any welfare benefit issues. We explain to customers the expectation we have for them, and how we expect them to behave and interact with their neighbours. We've developed our Income Team to include budget coaches, who continue to help people with their budgeting and finances if their circumstances change. They work alongside our Job Coaches, who support and encourage people into sustainable employment.

We continue to provide dedicated teams to offer support to our elderly customers, and work in partnership to aid some of our most vulnerable clients. Our strategic relationships with the local authority, the police, and the voluntary sector have improved significantly, and are providing better services to our customers.

We continue to run the homeless contract on behalf of Bromsgrove District Council, and this close relationship is providing security and certainty for people at some of their most vulnerable times.

Our Lettings Team work closely with other teams to match people to the best available properties we can have. We work hard, through our Communities Team to manage the places you live. We're proud to offer the services we do, and our staff are committed to providing the best services they can.



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- 12. Value for money
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Where we are building

bdht continues its commitment to develop new affordable homes to meet the housing needs of local people. We are working on a target to complete 100 new homes every year.

During 2019/20, we completed the handover of 109 new properties. This was made up of 78 Social/Affordable Rent and 31 Shared Ownership properties.



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Paying your rent/paying for services

[View the rent system](#) 

Rents performance

Collection of rent and other charges is essential to our ability to continue to provide high levels of service.

During 2019/20, we have marginally failed to achieve our target for collection and as a consequence arrears are slightly higher than usual.

March 2020 was the beginning of a particularly difficult phase in everyone’s lives with many customers seeing reduced income as the economy was locked down. Many customers were furloughed or had to apply for Universal Credit.

As customer incomes have been hit, so has our income. We have provided advice to customers and sign-posted to relevant agencies for further support. We did not commence enforcement action in the three months following Government lockdown measures on the 23rd March.

Rent collection and arrears - how have we performed?

	How we compare	Target	Result	
Rent collected (as a % of rent due)	Fourth quartile	99.81%	99.38%	
Rent arrears (as a % of rent due)	Fourth quartile	1.90%	2.68%	

Universal Credit update

Universal Credit is paid directly to the claimant and they will be responsible for paying their rent directly to **bdht**. To ensure we continue to provide ongoing support to our customers who are struggling to pay their rent, we will offer budgeting advice and refer people to specialist debt advisors.

If you are struggling to meet your rent payments, please contact the Income Team, as early as possible. We are here to help.

For independent advice about Universal Credit and how this could affect you, contact: The Money Advice Service - www.moneyadviceservice.org.uk or telephone 0800 138 7777.



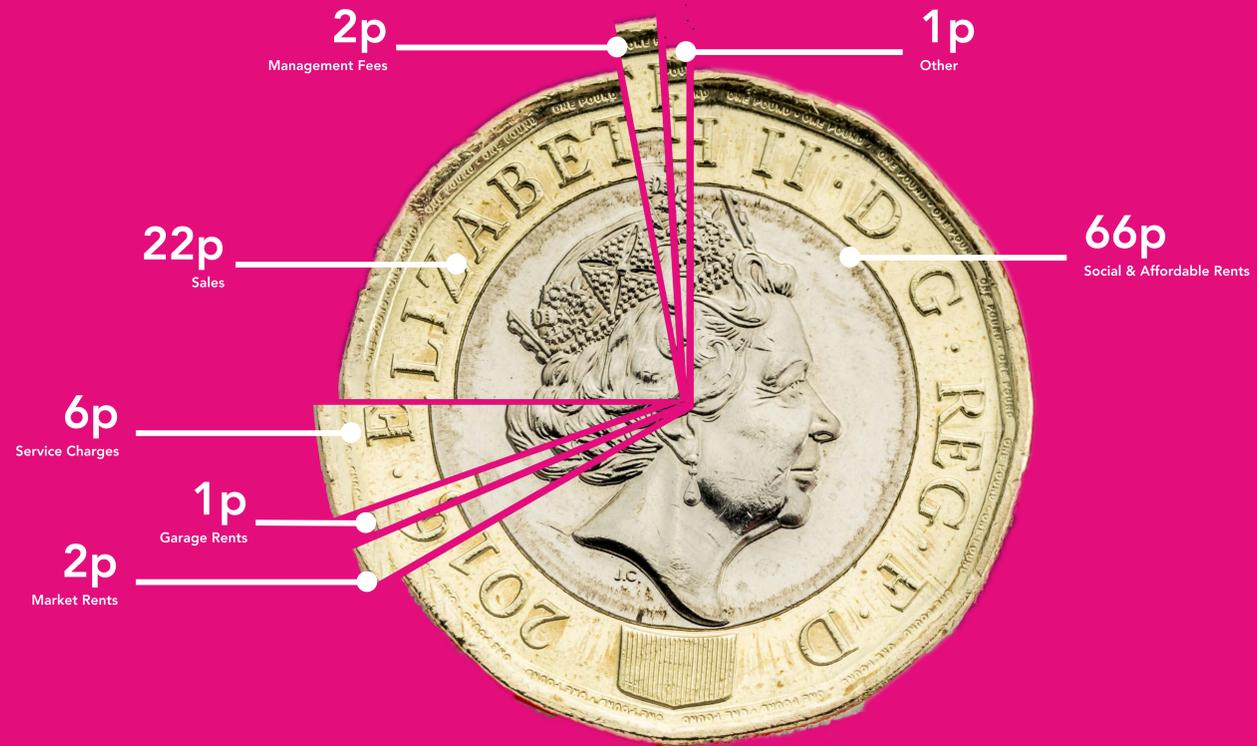
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Value for money

So, where does our money come from and how is it spent?

During 2019/20, we received £25,809,000 from the following sources:

Where every pound of income comes from (per £ of income in pence)



During 2019/20 the £25,809,000 of income was spent in the following ways:

How every pound of money was spent (per £ of income in pence)



For more information **bdht** final accounts can be viewed at:

<https://www.bdht.co.uk/about/our-performance/financial-information/>

We appreciate that customers have faced a squeeze on their income over recent years. **bdht** is no exception and over the last four years we have reduced rents by 1% per annum in accordance with Government rent policy. This has presented challenges (now exacerbated by the impact of Covid-19 restrictions on the economy) and we are doing everything possible to improve efficiency whilst maintaining quality in front line service delivery.

Regulator of Social Housing VfM Metrics and Sector Scorecard

The Regulator of Social Housing requires registered providers to report their performance against a suite of metrics with the intention of facilitating sector-wide comparisons. The table below sets out the position:

VfM Metric	bdht Target 2019/20	bdht Actual 2019/20	bdht Actual 2018/19	RSH Global Accounts Median 2018/19
Reinvestment %	10.3%	10.8%	12.3%	6.2%
New Supply Delivered %:				
• Social Housing Units	2.6%	2.7%	3.2%	1.5%
• Non-social Housing Units	-	-	-	0.0%
Gearing %	51.9%	49.0%	50.1%	43.4%
EBITDA MRI Interest Cover %	209%	253%	321%	184%
Headline Social Housing Cost per unit (excludes leaseholder units)	£3,373	£3,526	£3,047	£3,690
Operating margin %:				
• Overall	27.0%	30.6%	34.8%	25.8%
• Social Housing Lettings only	28.9%	26.1%	32.3%	29.2%
Return on Capital Employed (ROCE)	6.0%	5.4%	6.0%	3.8%

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.
Welcome	Listening and involving you	Customer involvement	Complaints, compliments and feedback	Your home	Repairing you home	Gas repairs to your home	Repairing and re-letting vacant homes	Housing and communities	Where we are building	Paying your rent/paying for services	Value for money	Governance and financial viability

Governance and financial viability

bdht is independently assessed, the Regulator of Social Housing (RSH). The result of the most recent assessment saw **bdht** maintaining the highest possible rating for financial viability (V1) and governance (G1). These assessments can be viewed in full at <https://www.gov.uk/guidance/regulatory-judgements-and-regulatory-notice-a-to-z-list>.

The Board is responsible for the performance of our organisation. The Board set out the strategic direction and ensures that **bdht** complies with legislation, regulation and manages risks faced by the organisation.

Board members

Mary Miller

Chair of the Board

Rachel Ward

Chair of the Remuneration and Resources Committee

Adam Wagner

Chair of the Compliance Committee

Emma Windsor

Board Member

Vikki Holloway

Board Member

Alison Fisher

Board Member

Mohan Sandhar

Board Member

Hannah Purdie

Board Member

Pat Horsley

Chair of Resident Scrutiny Panel
Permanent Invitee

Liz Nembhard

Board Member

Ways to get in touch

 Website/Portal: www.bdht.co.uk/mybdht

 Email: contactus@bdht.co.uk

 Phone: 0800 0850 160 or 01527 557557

 Text: 83080 start your message with the word **bdht**

 Fax: 01527 557600

 Letter: FREEPOST **bdht**

 In person: **bdht** offices, Buntsford Court

 Facebook: [facebook.com/bromsgrovehousing](https://www.facebook.com/bromsgrovehousing)

 Twitter: twitter.com/bdht