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# Welcome to the 2022 Annual Report

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# Welcome to the 2022 Annual Report

The last year has been a year of significant change for all of us. As lockdown restrictions eased, life has started to return to 'normal', but perhaps not the same 'normal' that we experienced pre-Covid.

During 2021/22 we have been able to deal with a backlog of service requests that built up during periods of lockdown but our ability to deliver services against pre-pandemic targets continued to be impacted by the need for both staff and customers to self-isolate. Our services have also been affected by the overall economic situation, in particular supply chain issues that have meant some materials have not always been quickly available to our repairs teams. I apologise if you have suffered any service delays over the last 12 months.

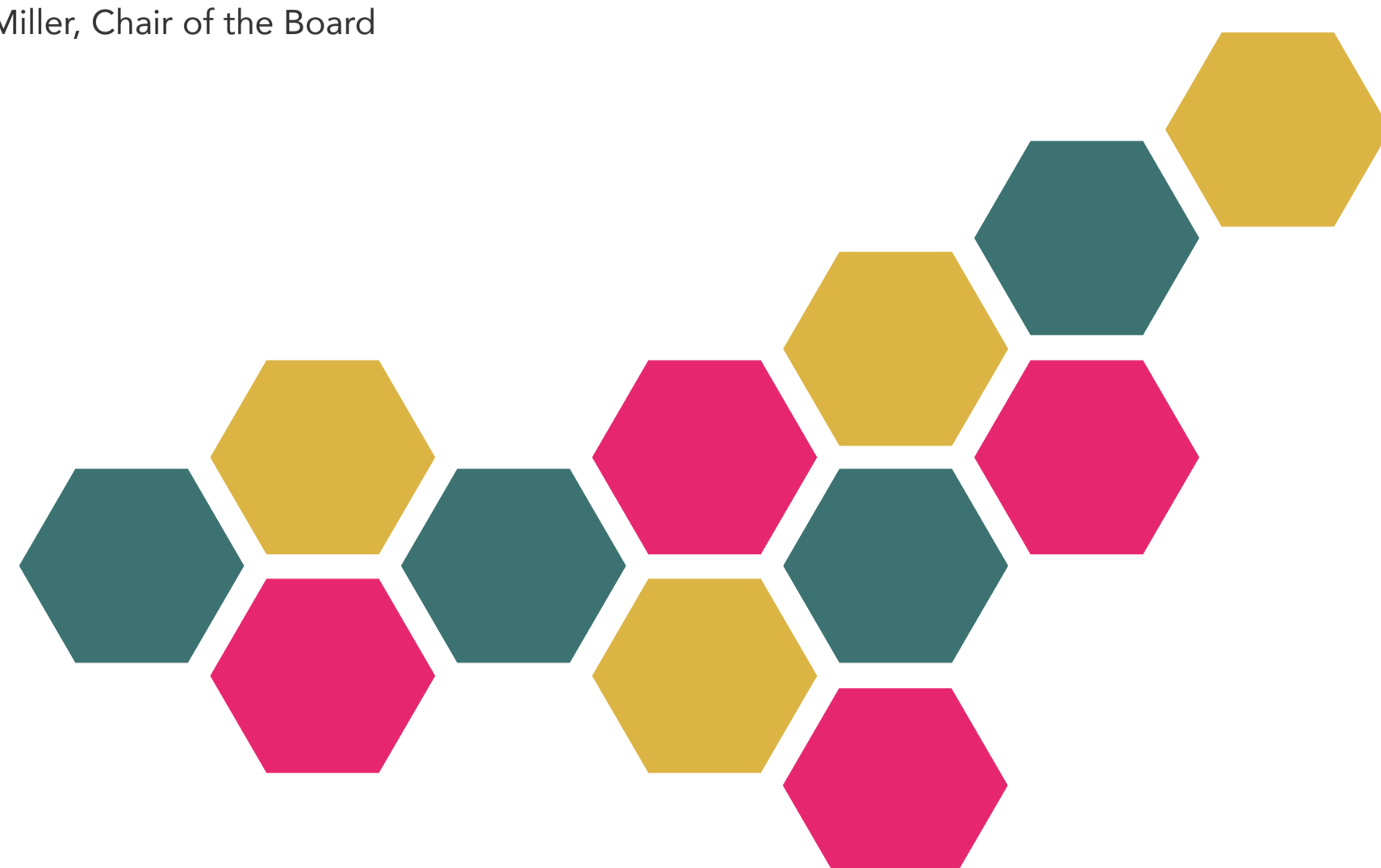
We will be developing detailed plans to ensure that these objectives are met. We also know that the next 12 months will be extremely challenging for many of you due to the cost-of-living crisis. The **bdht** Board is acutely aware of the financial pressures being faced by our customers and our staff are here to provide support and advice.

Finally, I would like to thank the Resident Scrutiny Panel for challenging **bdht** to continuously improve and compiling this report setting out how we have performed during 2021/22 against national standards, and our local service offer. The panel has been led over the last two years by Annmarie Hulley as Panel Chair. In her role Annmarie has attended all Board meetings ensuring the Board understands our customers concerns and priorities. My congratulations to Annmarie on her appointment to Board member from October 2022 and I look forward to working with Brian Palmer on his appointment replacing Annmarie as Chair of the Panel.

Mary Miller – Chair of the Board



Mary Miller, Chair of the Board



2021/22 has been a year of significant change for **bdht**. Our Chief Executive Mark Robertson retired after 17 years' service at **bdht**. Mark played a vital role as Finance Director in ensuring the smooth transfer of homes from the council to the Trust in 2004 and was instrumental to our subsequent success improving services for customers and investing in new and existing homes. A big thank you to Mark.

Following a rigorous recruitment process, I was delighted to appoint a great new Chief Executive in Graeme Anderson. Graeme has also been with **bdht** since 2004, previously in the role of Director of Housing & Communities.

Graeme truly understands **bdht** and our values and with the **bdht** Board has set out a 5-year vision for **bdht** to



Graeme Anderson, Chief Executive



I am pleased to be able to update you on the work of the Resident Scrutiny Panel (RSP) over the last 12 months.

The RSP is comprised of 11 **bdht** tenants, leaseholders and shared owners and we are responsible for making sure that the **bdht** board and executive understand the views of residents when making decisions and monitor service delivery to ensure it meets agreed expectations.

We meet around 10 times a year to monitor performance, including complaints analysis, results of tenant mystery shopping and inspection, and performance outcomes and I attend all board meetings to directly report any concerns.

Over the last 12 months, we have been scrutinising a number of services in detail and working with **bdht** staff to deliver improvements in services that take account of customers views, these include:

- Revising ASB procedures based on feedback from customers
- Providing input to the development of **bdht's** decarbonisation strategy
- Ensure effective mechanisms are in place to support and guide customers impacted by the current cost of living crisis

We are currently reviewing:

- How we can better engage customers
- Our services to leaseholders
- Later in the year we will be looking in detail at our allocation and letting process

This is an exciting time to be a member of the RSP, we can make genuine differences to services provided by **bdht**, if you are interested in joining the RSP please get in touch.



Annmarie Hulley, Chair of the Residents Scrutiny Panel



## Benchmarking note

Except where specifically stated to the contrary, any benchmarks used refers to the Housemark Full Annual Report 2020/21 benchmarking **bdht** against 42 similar organisations.

## Meeting the standards

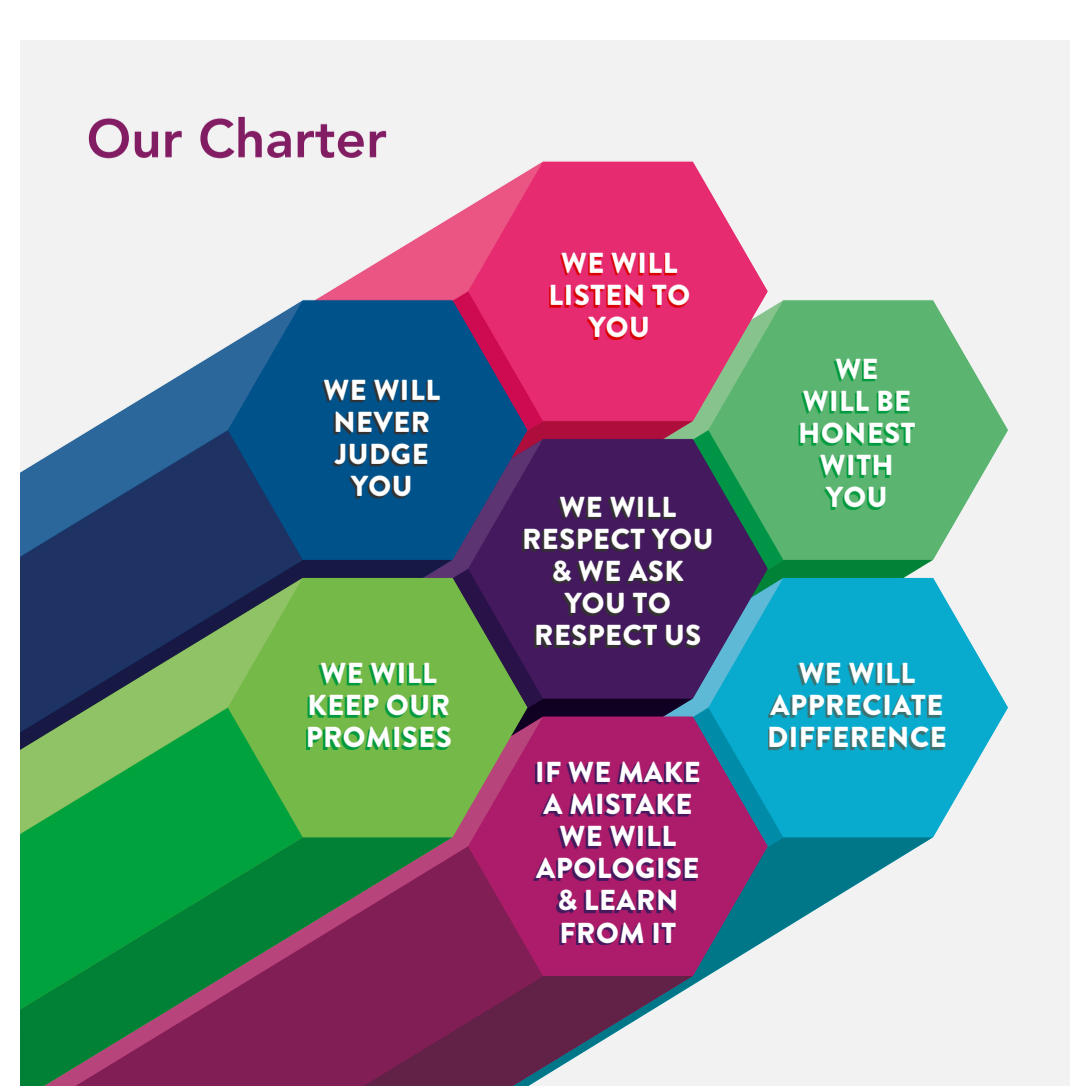
There are 7 national standards that a housing provider is expected to meet. During 2021/22 we have met the:

- 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 & Financial Viability Standard

During 2021/22 we have continued to deliver services as promised within our offer to customers.

## Our Values and Our Charter

We have recently reviewed our values and developed our Customer Charter. All staff are committed to working in accordance with these.



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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/Mybdht: [www.bdht.co.uk](http://www.bdht.co.uk)
-  Email: [contactus@bdht.co.uk](mailto:contactus@bdht.co.uk)
-  Phone: 0800 0850 160 or 01527 557557
-  Text: 83080 start your message with the word bdht
-  Letter: FREEPOST bdht
-  In person: bdht Offices, Buntsford Court
-  Facebook: [facebook.com/bromsgrovehousing](https://facebook.com/bromsgrovehousing)
-  Twitter: [twitter.com/bdht](https://twitter.com/bdht)



Visit [bdht.co.uk/tenants/mybdht/](http://bdht.co.uk/tenants/mybdht/)

During 2021/22 customers contacted us through Mybdht on 1,529 occasions, this was a fall from 2,302 contacts in the previous year (when lockdown measures were more extensive).

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.

Mybdht is your self-service portal and is available 24/7, and you can:

- Report repairs and book an appointment
- Contact us about anything else
- View your rent account
- Pay your rent
- Report complaints and provide feedback
- Did you know that you can now not only report a repair via Mybdht but also book an appointment for the work to be carried out?

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

## Customer service – how have we performed?

### Satisfaction with services (perception surveys)



### Percentage of calls abandoned



With the easing of lockdown restrictions our performance in call handling has returned to our pre-pandemic standards.

# Customer involvement

## Our offer to you

We will ensure you are listened and given opportunities to be involved. There are a number of ways you can be involved to suit you that will help improve our services for all our customers.

### Appointment of Amanda Banks, Resident Engagement Officer.

In February 2022 Amanda joined the Business Improvement Team to help us:

- Capture and understand your views about our services
- Understand what is important to you in your community
- Make sure that we address issues raised
- Report back on the actions that we have taken

If you would like to get more engaged with our services and communities, 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)
- Complete customer surveys
- Attend Focus Groups

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](mailto:contactus@bdht.co.uk) or call us on 0800 0850 160.



Amanda Banks, Resident Engagement Officer.

During 2020/21 we had to make changes to the ways we have traditionally interacted with our customers, often having to engage virtually rather than face-to-face. Adversity has given us the opportunity to innovate and we have received great feedback from customers to help us shape services for the future. We are now able to mix and match the way talk to you, virtually, in person, or a hybrid of the two.

16 residents attended digital focus group events held on zoom covering:

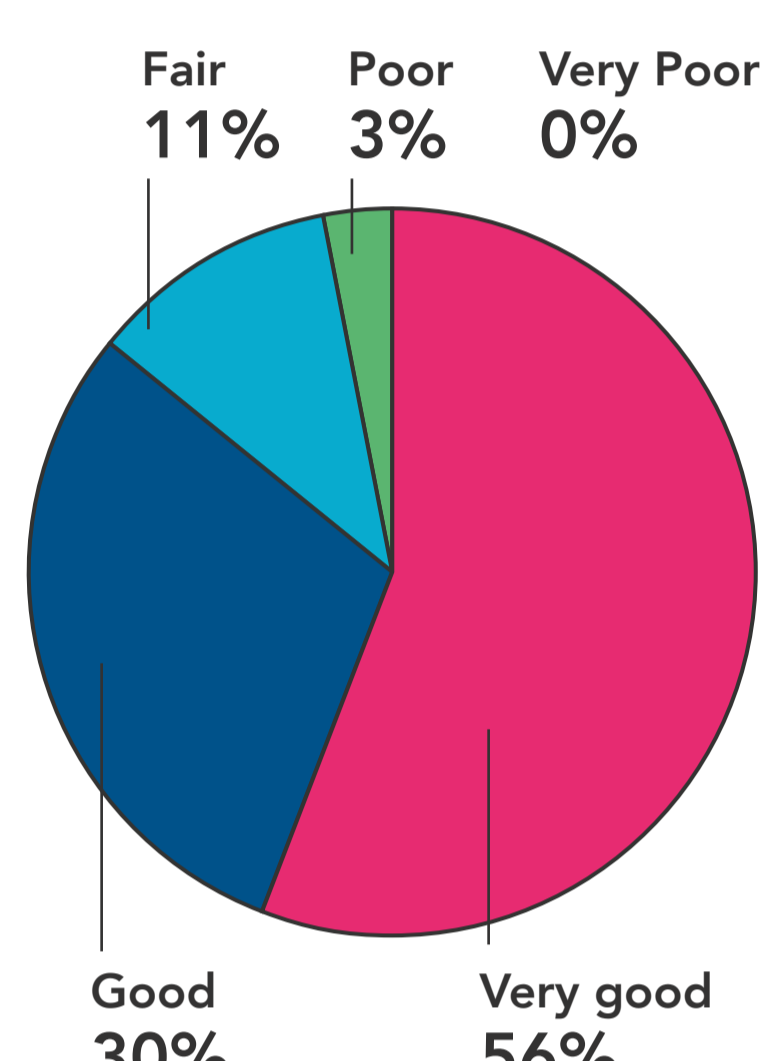
- How we deal with anti-social behaviour, and
- 6-month review of the performance of the ground's maintenance contractor

During the year our tenant mystery shoppers were also able to complete 79 'shops' covering: Topics covered included:

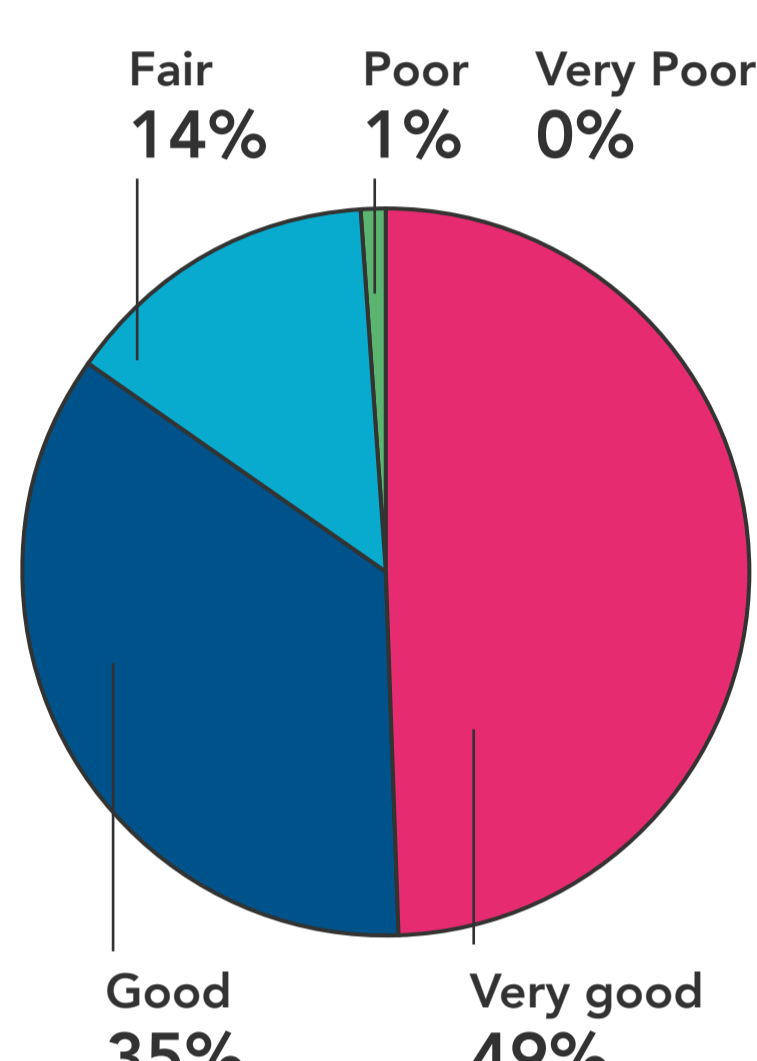
- Response repairs
- Equipment and adaptations request
- Mutual exchange enquiry
- Rent enquiry
- Noise nuisance
- Visit from surveyor for new boiler
- Repairs service for vulnerable customers (requested by the RSP)
- Email contact
- Contact from contractors

Each shop is rated on customer care, technical knowledge, and call handling.

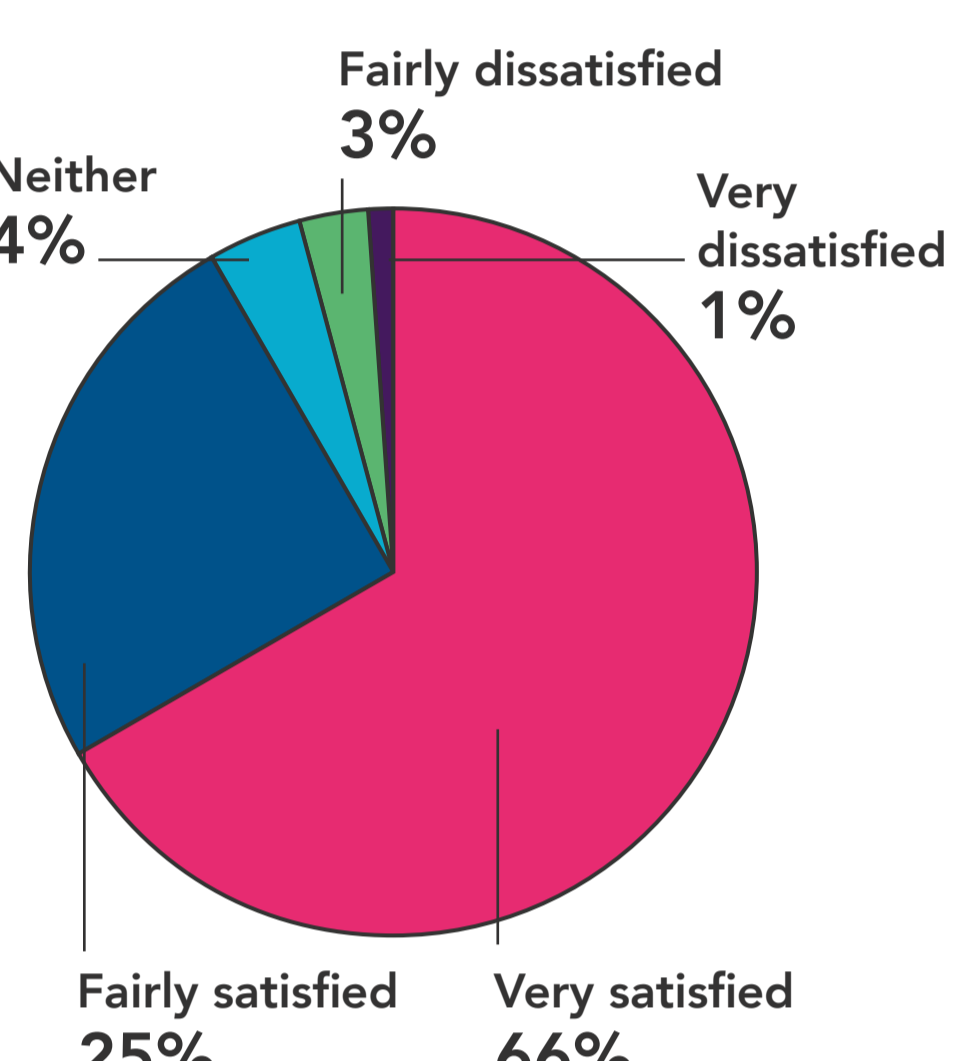
### Customer care 2021/22



### Technical knowledge 2021/22

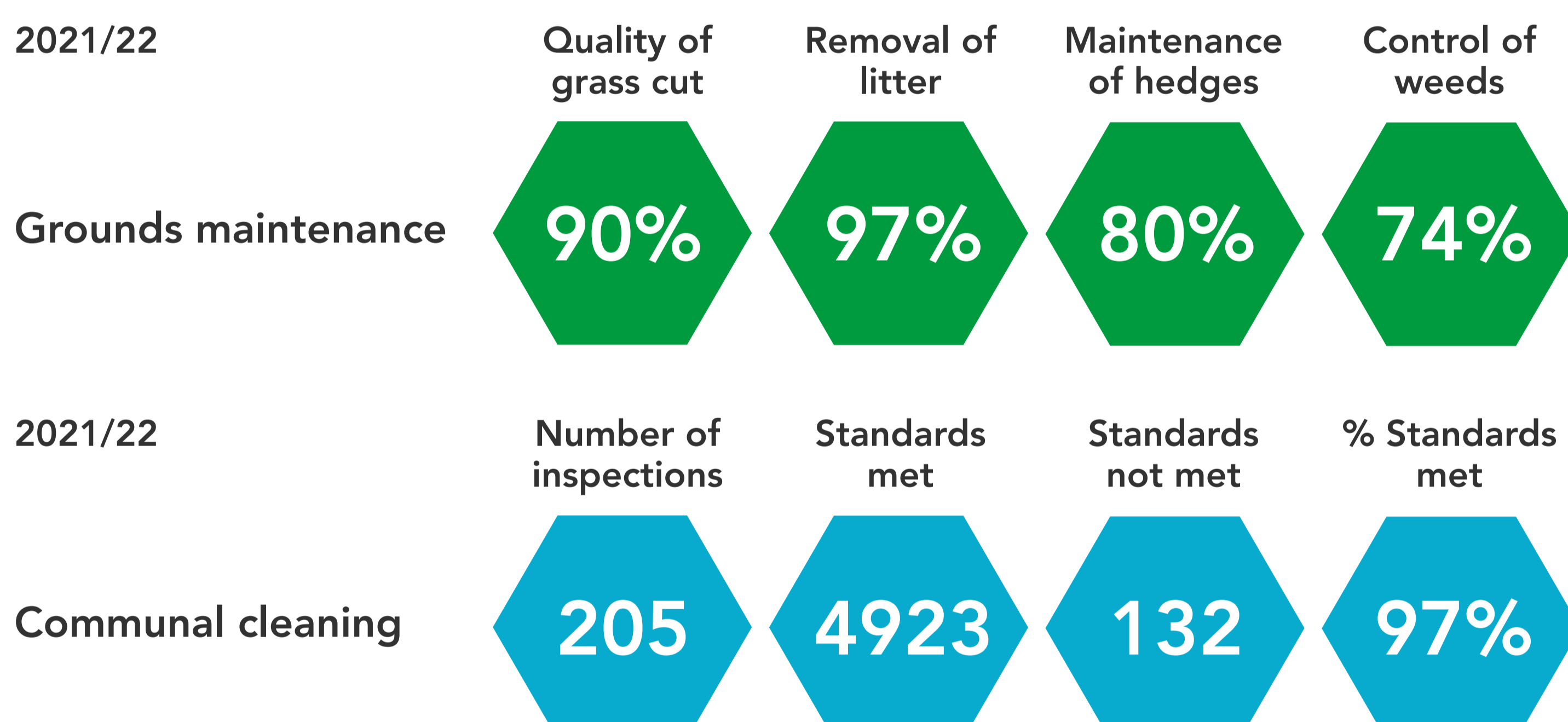


### Call handling 2021/22



## Cleaning and grounds maintenance inspections

Tenant Inspectors score services based on the specification. Outcomes are fed back to the Environmental Services Team for action. Results for 2021/22 include:



## MEL research

It is important that surveys truly reflect what customers feel about our services, so that we can learn and improve. Feedback from the Residents Scrutiny Panel revealed that customers may sometimes feel reluctant to be critical when being surveyed by staff. To ensure that feedback is robust and reliable we externalised all our customer surveying to a specialist partner MEL Research based in Birmingham. MEL have already contacted many of you to get your views and these are summarised below.

MEL will be continuing the surveys during 2022/23. Surveys will be shared by post, email, or phone. We would really appreciate you answering the questions MEL ask. Your feedback helps us understand what we are getting right, but more importantly where we need to improve.

## Survey result summaries

Thank you to everyone who responded to our surveys during 2021/22, the results are set out below and we are using these to develop our five year corporate plan. The Board are committed to improve customer experience and our Corporate Plan will set out actions that will deliver 95% overall customer satisfaction by 2027.

	bdht 2021/22	Housemark top 25%	Housemark median
Overall satisfaction with bdht services	87.35%	87.95%	84.21%
Satisfaction with how bdht deals with repairs and maintenance	86.23%	83.05%	74%
Satisfaction with overall quality of home	83.11%	86.6%	83%
Satisfaction that views are being listened to and acted upon	73.05%	72.8%	66%
Satisfaction with neighbourhood	90.13%	85.5%	84.6%
Satisfaction that rent provides value for money	79.01%	89.25%	85.83%

In addition

- 93% of respondents said **bdht** was either 'Very good' or 'Fairly good' of ensuring safety in their service
- 88% of respondents said staff were helpful
- 81% of customers told us that we were good at keeping them informed

Feedback from all engagement activities informs changes to our services, these can be small tweaks or major changes. A major change during 2021/22 informed by customer feedback is how we deal with anti-social behaviour (ASB).

The 2021 Resident Scrutiny Panel led a review of ASB including customer surveys and focus groups. 19 recommendations, were approved by Board and developed into an action plan. These include:

- An ASB guidance booklet to be sent to all customers
- Customers to be given the name and contact details of the Housing Officer managing their local neighbourhood
- Increase staff resource to manage anti-social behaviour cases
- A review of processes to ensure that staff have the time and resource to listen, understand, empathise, establish expectations, and regularly communicate with customers
- Strengthen partnership arrangements with specialist mental health teams and enhance internal specialist resource
- Improve signposting and referral to advocacy/support services

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# Complaints, Compliments & Feedback

## Our offer to you

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

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

Please let us know how you feel, good or bad, we can learn.

Log into Mybdht or use one of our other contact methods at [www.bdht.co.uk](http://www.bdht.co.uk), or Email: [contactus@bdht.co.uk](mailto:contactus@bdht.co.uk) or by phone 0800 0850 160.

For independent advice you can contact the Housing Ombudsman Service PO Box 152

Liverpool L33 7WQ

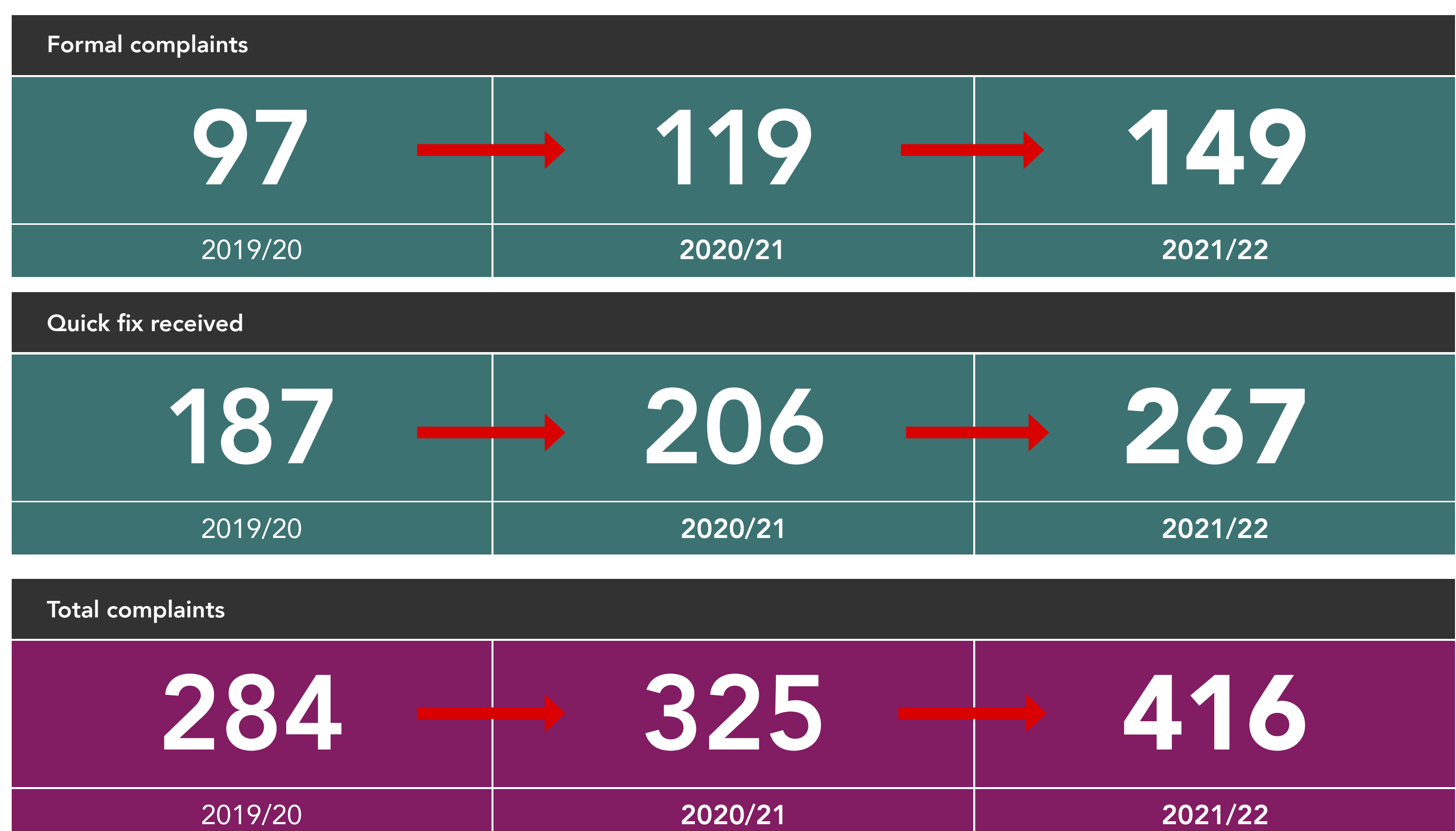
Phone: 0300 111 3000

Website: <https://www.housing-ombudsman.org.uk/contact-us/>

If you are not satisfied with any action we have taken or failed to take, or by 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).

The total number of complaints received during 2021/22 increased by 28% compared to 2020/21, with formal complaints increasing by 25% and 'quick fixes' by 30%.

2021/22 continued to be a difficult year for everyone as we emerged from lockdown and tackled back-logs of work built up during lockdown. 73% of these complaints we upheld (in full or in part), so if you aren't happy with the service you have received, please tell us, and let us try to put things right.



The main themes from upheld formal complaints during 2021/22 are

- Failure to complete repairs: 44
- Poor communications: 31
- Ongoing damp and mould: 12
- Staff or contractor conduct/attitude: 10
- Time taken to complete kitchen refurbishment: 3

The main themes for quick fixes during this period are:

- Failure to repair: 71 complaints
- Poor communication: 41
- Missed appointments: 42
- Contractor/staff attitude/conduct: 50
- Planned works: 7 (all received during Quarters 3 & 4).

## Learning from complaints

We are continuing to implement both our Repairs Action Plan and revised damp and mould processes which were based on complaints received during 2020/21.

Communication and poor attitude are being addressed through our new Customer Charter, revised organisational values, and a corporate commitment to 95% customer satisfaction by 2027. Our five year Strategy and Corporate Plan sets out how we will achieve this.

Tenants still not satisfied 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 2021/22 2 complaints were escalated to the Housing Ombudsman, but none upheld.

The Housing Ombudsman Service publish annual data about the complaint handling performance of each member landlord, you can view the Ombudsman's summary of bdht performance here:

<https://www.housing-ombudsman.org.uk/landlords/>  
(Search Bromsgrove District Housing Trust)

## Complaint handling performance summary

For 2021/22 we set targets to strive for, and although we are not hitting these targets yet, we have nevertheless:

- Responded to more complaints
- Upheld more complaints

To provide a better customer experience, we have completely changed the way formal complaints are managed. Grace Joiner was appointed as Customer Resolution Officer in December 2021 to independently investigate all complaints at Stage 1, taking over from Service Managers.

Grace brings to the role her experience managing complaints from outside the social housing sector.

Indicator	How we compare	Target	Performance 2021/22
% of Complaints Resolved at First Stage	N/A	92%	84%
% of Complaints Investigated in Target	Lowest Quartile	90%	65%
Average Time To Investigate Complaints	N/A	10 working days	13 working days
Complaints Upheld	N/A	Not Set	73%
Satisfaction with complaint handling	N/A	65%	43%

During 2021/22 we recorded 217 compliments. Thank you for taking the time to let us know when you have received excellent customer service. We have taken just a few examples to show how we have made a difference

"Thank you, Anne, for your support with settling into my home. This is the 1st year of being in a property and at time I have struggled. Anne has listened without judgement. I am so grateful for the hardship referral for a cooker. Thank you."

"Thank you, Kyle, for your support at my emergency electrical repair, Kyle was fantastic!"

"Thank you to Mike he was very helpful and even helped him out with a separate issue while he was there calling the office for him."

"Greenfingers attended to cut grass and have done a fantastic job, all the borders were cleared, areas were swept, and massive bags of cuttings were taken away. Customer says the grass area now looks like a golf course!"

"Thank you to Lynda for taking the repair for her blocked drain the contractors attended very quickly and got it all sorted - very grateful for the customer service."

"A big thank you to bdht and a special thank you Lionel who was absolutely brilliant when he came out of hours Sunday evening and repaired the heating."

"I would like to thank Rachel for all of her support with sorting an issue out with Universal Credit, I am very grateful."

"I would like to express my gratitude for all the help you have given me in securing a home. I am so grateful to have a place just right for me in a safe, secure and very pleasant environment. Thank you SO much for all your kind help."

# 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 2021/22 bdht spent £9,042,000 improving, repairing, maintaining and adapting customers' homes.

<b>Routine maintenance</b> <b>£1,992,000</b>	<b>Planned maintenance</b> <b>£513,000</b>
<b>Capital works</b> <b>£6,537,000</b>	<b>Total</b> <b>£9,042,000</b>

## Improvements & adaptations - How have we performed?

### Percentage of homes meeting the Decent Homes Standard



### Number of adaptations completed



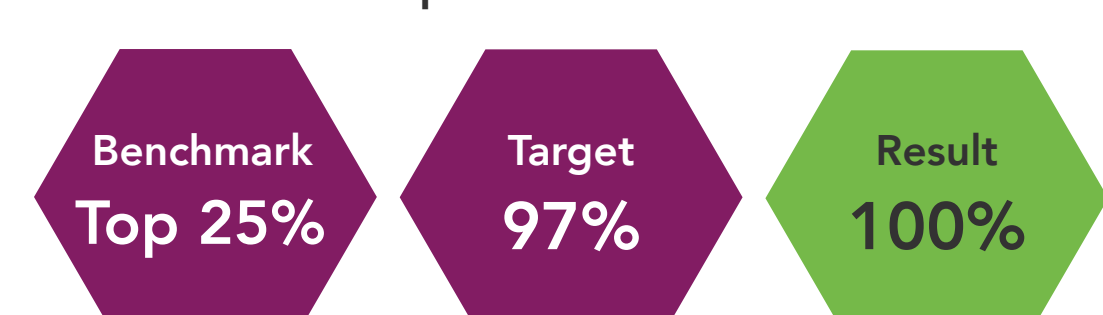
### Delivery of planned works against programme



### Average SAP (energy efficiency rating)



### Satisfaction with planned works delivered



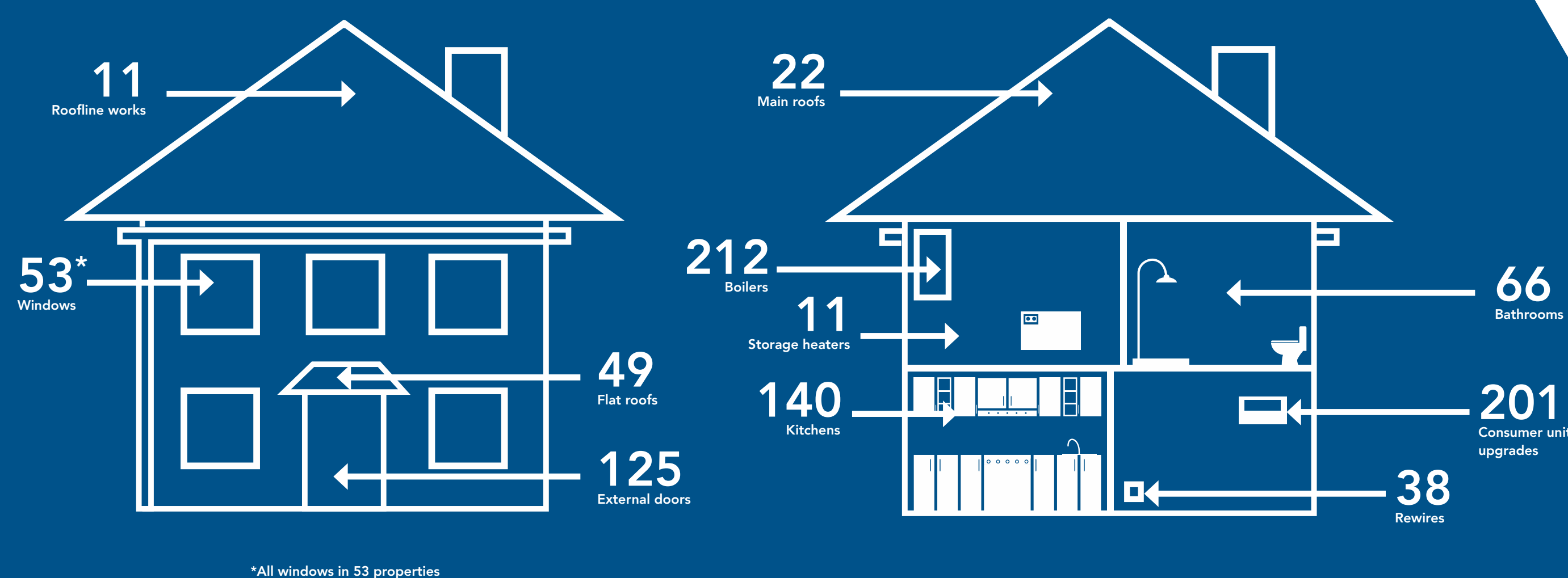
## Equipment & adaptations

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

We continue to provide funding for the occupational therapy service so that waiting times for our customers are minimised. During 2021/22 bdht spent £154,000 completing 243 adaptations to tenants' homes and maintaining existing adaptations.

We are also actively working to undertake as many simple, minor works, without the need for an Occupational Therapy assessment through our trained operatives and independent living team. If you think you need an adaptation, please contact us directly.

## During 2022/23 improvements carried out included:



## Decarbonisation

- Energy efficiency tips
- Signposting for help and financial support

## Keeping you safe in your home

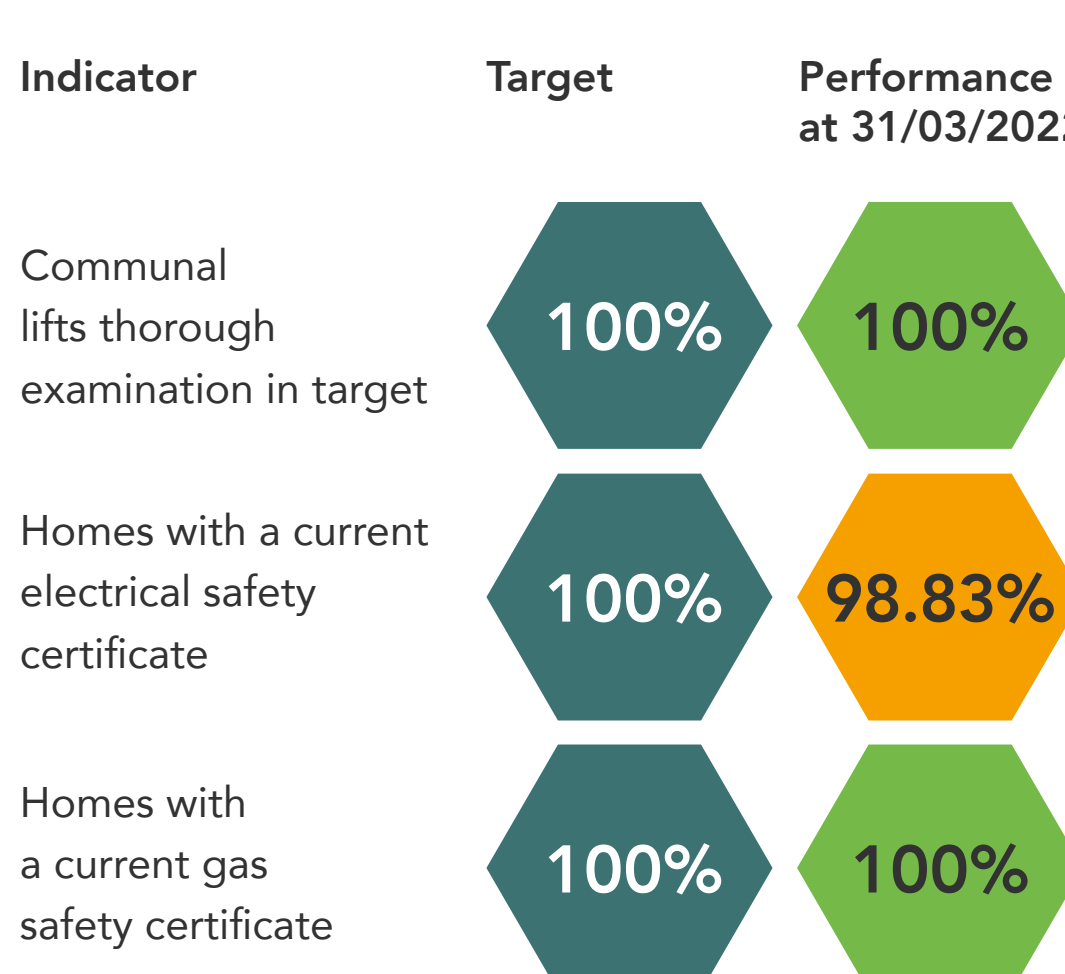
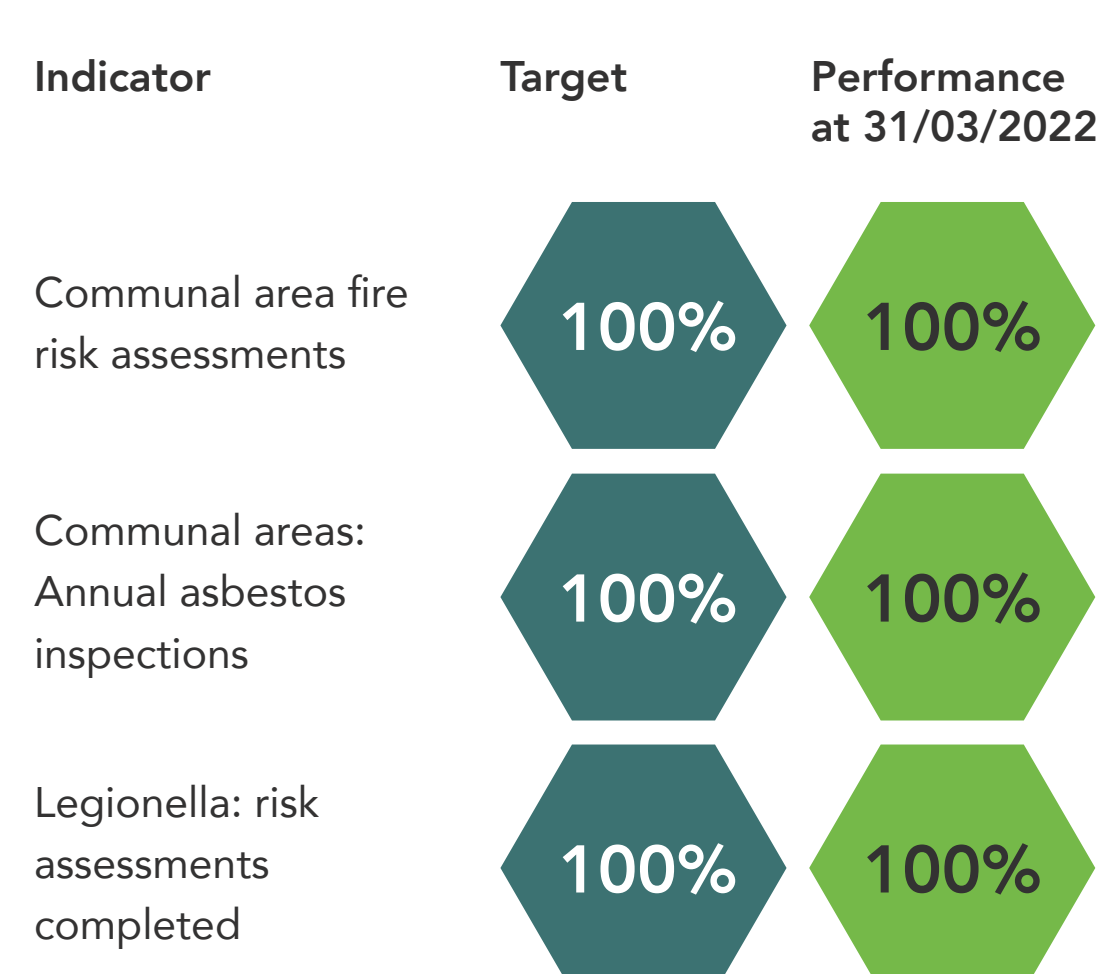
We are continuing to focus on health and safety, and therefore carrying out more frequent checks on your home.

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:



Failure to achieve our target is the result of residents not providing access. During 2021/22 this was particularly difficult while customers were self-isolating. Our engineers are supplied with Personal Protective Equipment (PPE) and follow strict operating procedures to keep customers safe.

Thank you to all those customers who did provide access to their homes last year. Because this is a legal requirement, for the small number of customers who have persistently not provided access, we will when appropriate take legal action so that we can complete safety checks.

## Dealing with damp & mould

Following complaints about damp and mould we have introduced a new process to ensure that:

- The under lying cause is quickly and accurately diagnosed
- External, independent assessment is available when required
- The effectiveness of remedial works are monitored regularly for 12 months, and
- Advice and assistance is provided to minimise the risk of condensation.



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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 the first time.

## During 2021/22 we:



Customers have told us that they want repairs completed more quickly. During 2021/22 we introduced new repair completion targets. With lockdown restrictions easing, and implementation of our Repairs Action Plan, we have been able to drive down average completion times this year compared to those achieved in the previous 12 months. We still have some way to go to achieve all our targets and further improvements identified via our Action Plan will help us deliver these for you.

Repair Category	Target Timescale	Average Time to Complete repairs 2020/21	Average Time to Complete repairs 2021/22
Emergency/out of hours	Same day	1.5 working days	2 working days
Routine appointed repairs	11 working days	25 working days	14 working days
Larger works	21 working days	73 working days	22 working days
Roofing work	45 working days	48 working days	29 working days



## To improve the quality of repairs delivered we promised to

- Re-introduce post-inspections

## We have appointed two new works inspectors to check that works are being completed to specification and your satisfaction

We would like to introduce:



Rob Taylor and Paul Oakley

## Repairs online

Last year over 11% of repairs were reported by customers online through mybdht. As well as reporting a repair, customers can also select an appointment using our new booking calendar.

Thank you to all our customers who have used mybdht. If you have not already used this service, we would encourage you to give it a go. You can register or request your log in details my visiting [www.mybdht.co.uk](http://www.mybdht.co.uk). If you need further assistance some help, please contact us.





# 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 the first time.



## Gas servicing

During 2021/22 we completed gas safety checks to all bdht homes with a gas supply at a cost of **£266,000**.

## Gas servicing - How have we performed?

Rental homes with a valid gas safety certificate at 31st March 2022



Your safety is our top priority. To continue to keep you safe we need you to provide 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
- State of pipework
- Do a visual inspection of your gas cooker
- Carry out a gas safety check on gas fires installed by us and that tenants' own fires have a valid gas safety and flue check.

Your annual gas servicing appointment will be a minimum of 28 days before your certificate is due to expire. This is because we want to be sure that we can complete the service within time and still have engineers free to make any boiler repairs during the winter.

If it is difficult for you to provide access during working hours, please let us know as soon as possible.



## Gas repairs

During 2021/22:

we carried out  
**2,174**  
gas repairs

we spent  
**£293,000**  
on completing these repairs

We want to reduce inconvenience to customers caused by repeated heating failures. During 2021/22 we fitted new energy efficient boilers to 212 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.

Again, our target is to do repairs more quickly.

Target gas repair times for 2021/22 are

- Emergency repairs: same day
- Appointed repairs: within 8 working days
- Larger works: within 21 working days

Repair category	Target timescale	Average time to complete repairs 2020/21 (working days)	Average time to complete repairs 2021/22 (working days)
Emergency/ out of hours	Same day	1 working day	1 working day
Routine appointed repairs	8 working days	17 working days	13 working days
Larger works	21 working days	77 working days	38 working days



## 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 2021/22:

- 277 properties were vacated (7.26% of our total stock), this compares to 326 during the previous year.
- The total cost of repairing vacant properties during 2021/22 was £880,000.

## Repairs to empty properties - how have we performed?

### Average time to re-let properties



The average time taken to relet vacant homes this last year was longer than the target because there were a number of properties that needed major work. Some properties were held back so that they could be redeveloped.

## Mutual exchanges

31 tenants swapped homes during 2021/22, a 21% decrease compared to the number exchanging during the previous year.

### Mutual exchanges



If you are looking to move home you can register with HomeSwapper visit [www.homeswapper.co.uk](http://www.homeswapper.co.uk)

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 based on your housing requirements.



# Housing and Communities



## Regeneration of the Burcot Estate

We are proud to invest money back into our communities and following your feedback, we embarked on a £1m regeneration of the Burcot Estate. This includes improving the look of the area, with new landscaping as well as upgrades to the external buildings and the communal areas. We understand that to create sustainable communities it takes more than just physical improvements. We have created a new Community Coach Role that Kate Harvey has stepped into, she is now the single point of contact for our customers who live at the Burcot Estate, Kate will assist with enquires about:

- Paying rent
- Budget and employment advice
- Anti-Social Behaviour
- Lettings
- General enquiries



## The Pod

The Pod, our community centre is more than just a place to meet The Pod is a hive of activity with free courses and activities, specialist support groups and facilities open to the community. We continue to work in partnership with other organisations that can take advantage of the facilities and private meeting rooms. Working together improves additional access to other services for lots of local people including our customers. Working with St Basil's and Local Councillors a new Bistro has opened which can be used by all visitors offering a range of refreshments including home made cakes.



## Family Fun Days

Throughout the summer of 2021, we held four Family Fun Days, in Charford, Catshill, Burcot Estate and Shawfields. The days were a great success and hundreds of people attended over the four days. We were joined by partners and provided a wide range of free activities for all ages as always, and we took the opportunity to listen to customer feedback.



## Community Walkabouts

It is important to us that we are visible in your communities, and that we take opportunities to listen to our customers suggestions about positive improvements that can be made. One of the ways we do this is on our Community Walkabouts, we do this in conjunction with residents and in partnership with the local Police Officer, Councillors, and other partner organisations. These walkabouts are a great opportunity for us to identify any issues in a community and work together to proactively resolve issues. Our programme of planned walkabouts is published through our social media, or you can contact your Housing Officer to find out if there is one happening in your area.



## Resident Panel Anti-Social Behaviour review and action plan.

During 2021 our Resident Panel undertook a review of our Anti-Social Behaviour service. This involved listening to customers experiences, reviewing processes and consulting with our colleagues. The Panel made recommendations of ways to improve the service, this included:

- Increasing the number of people in the team
- Development of an Anti-Social Behaviour booklet which has now been sent to all tenants
- Improved procedures to ensure our service is customer focussed
- Promotion of Victim Support service for those affected by Anti-Social Behaviour



## 360 Support expansion

We are pleased to announce that we have been successful in receiving increased grant funding from Bromsgrove District Council to expand our 360 support team. We now offer support to all **bdht** customers, including a homeless prevention service in the Bromsgrove District area.

## Refurbishment of Independent Living schemes

We have started to carry out some improvement work to our independent living schemes to enhance safety, security and livability.

We carried out a full redecoration of communal areas at Lowes Court. This was a 12-month project that was completed in the Spring of 2020.

A full refurbishment of Willow Court was undertaken over a 12-month period and was completed in June 2021. This included four new apartments in the existing building making use of some unused space, six brand new apartments adjacent to the existing building and a brand-new communal lounge. CCTV was also installed as part of this project.

Edwin Court and Oak Apple Court had complete redecoration of all the communal blocks and the communal lounge, and this was completed in Spring 2022.

To improve access to digital services, Wi-Fi has been installed at Shenstone Court, Crabtree Court, Willow Court and Gilbert Court in the last 12 months and this coming year, we will be installing Wi-Fi at Shawhurst, Oak Apple Court and Lowes Court. We have also installed CCTV at Crabtree Court.



Shenstone Court



Lowes Court



Willow Court



Crabtree Court

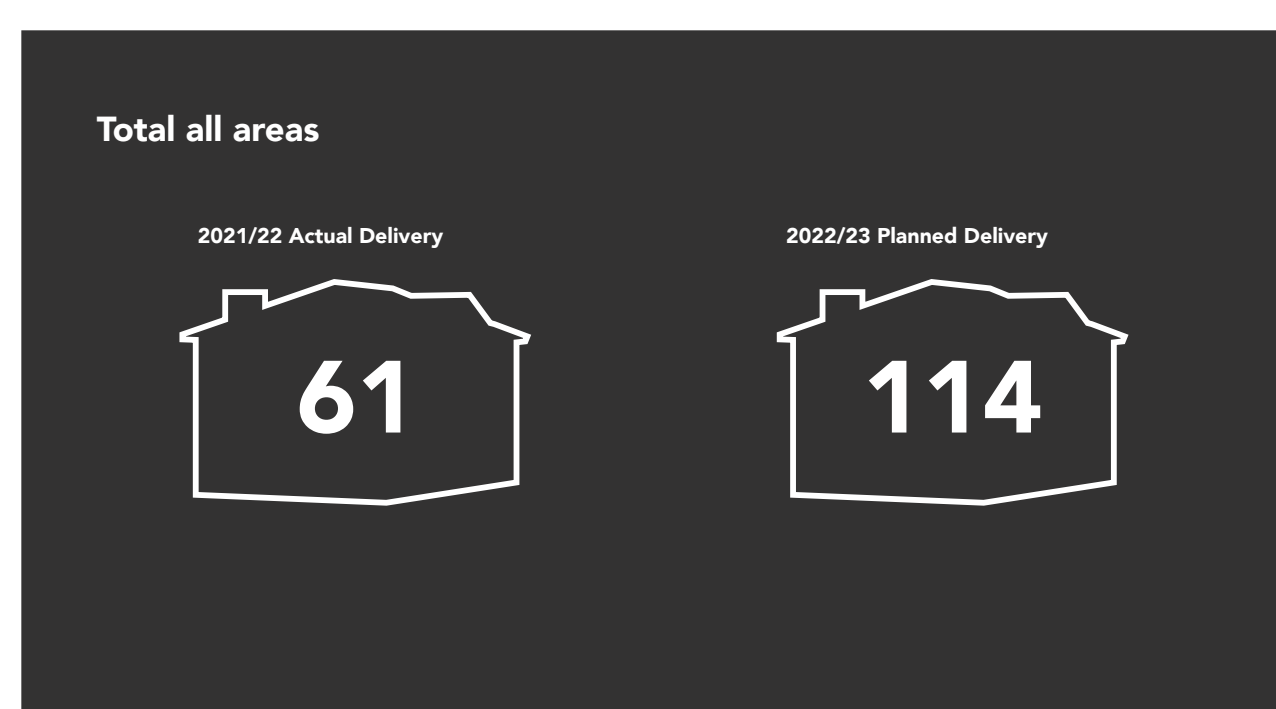
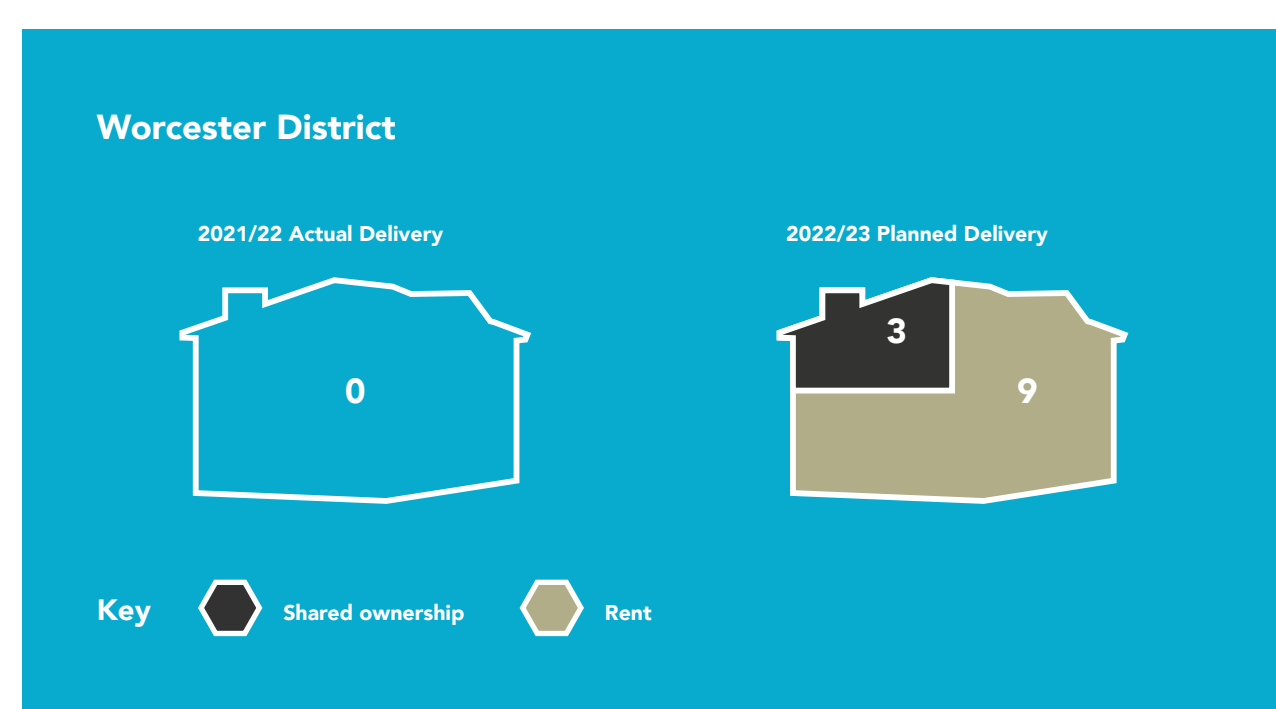
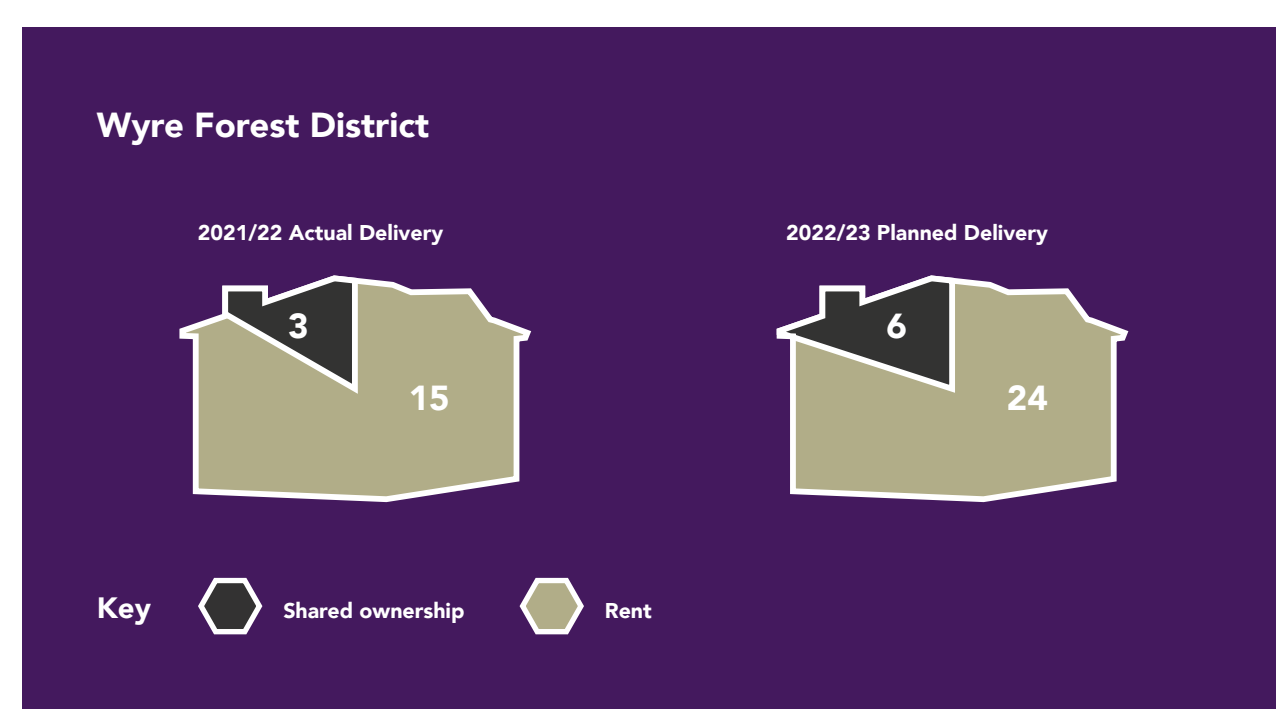
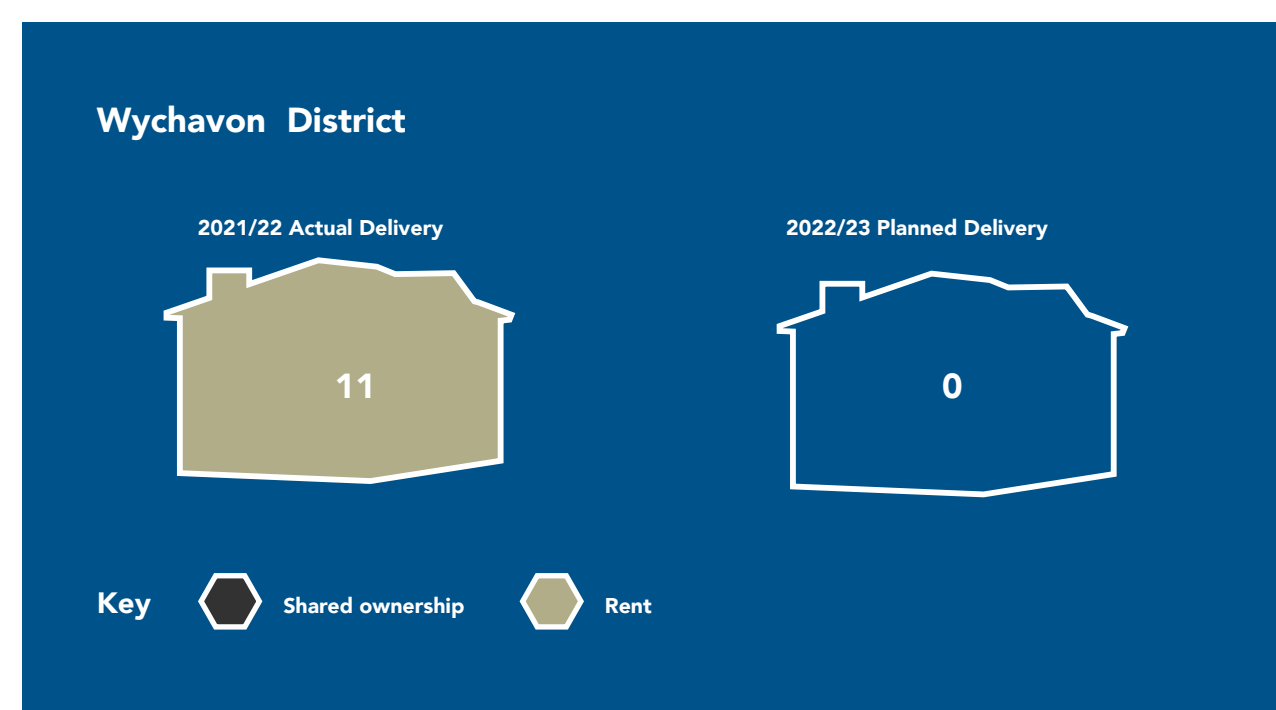
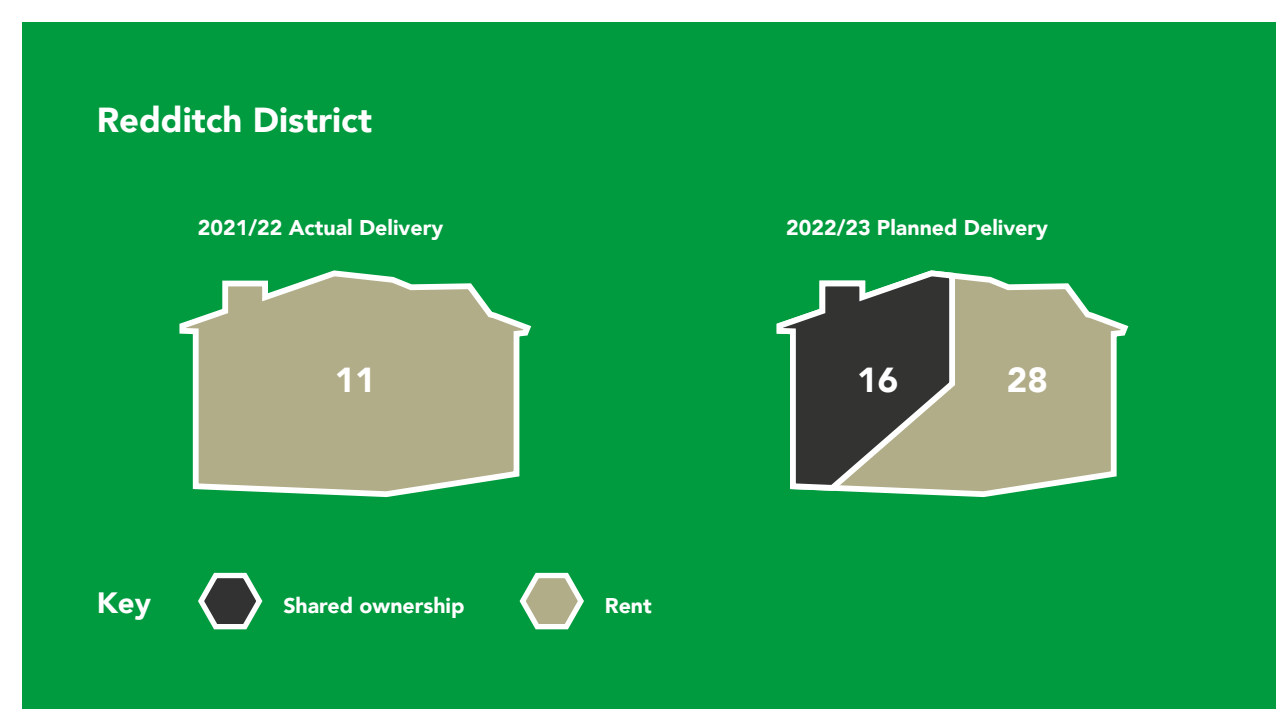
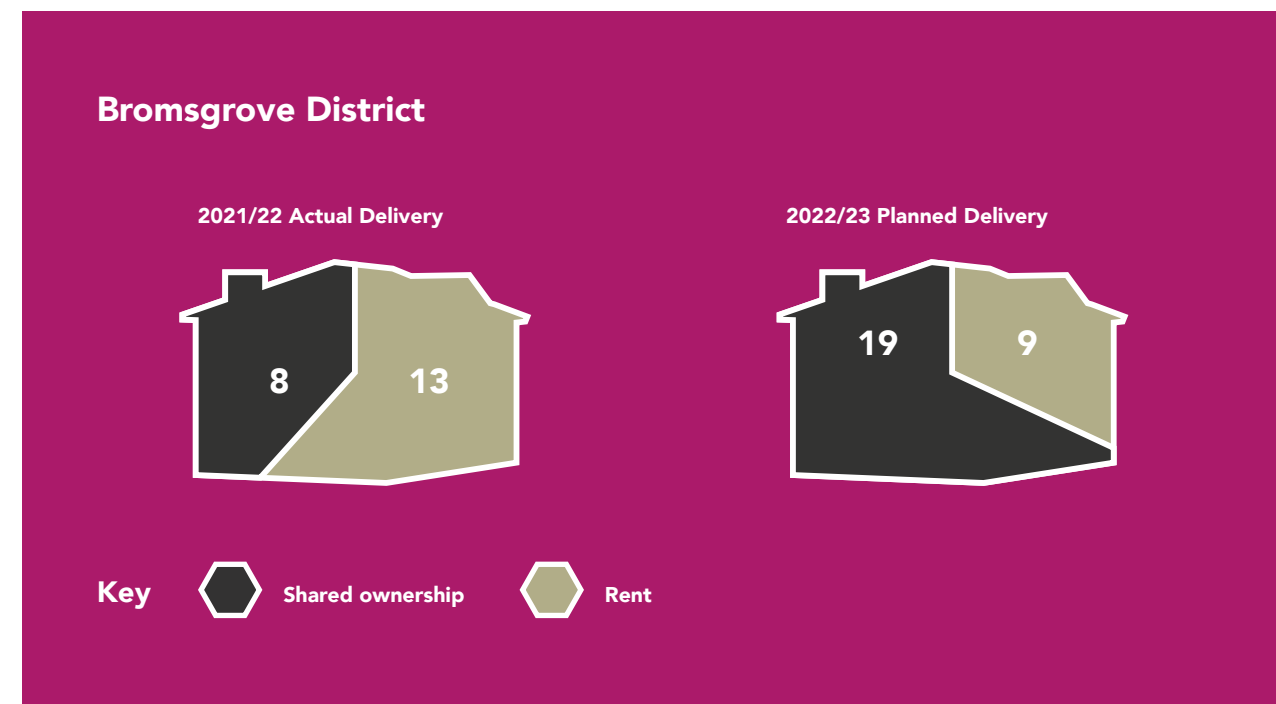
1. Welcome	2. Listening and involving you	3. Customer involvement	4. Complaints, compliments and feedback	5. Your home	6. Repairing your home	7. Gas repairs to your home	8. Repairing and re-letting vacant homes	9. Housing and communities	10. Where we are building	11. Paying your rent/paying for services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

bdht continues in 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.

**2021/22 has proved a difficult year with delays caused by material interruptions and resulting in developers re-phasing handover of social homes.** Nevertheless, we successfully completed the handover of 61 new properties, 50 Social/Affordable Rent and 11 Shared Ownership properties. Despite not meeting our target this year, this does not mean that these much-needed new homes are lost, they have just been rescheduled for 2022/23.

We are continually looking for new development opportunities and have recently secured planning permission and commenced work on our first scheme in Kidderminster, on the site of a former pub, securing £485,000 in Homes England grant to support the delivery.



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

2021/22 has been another difficult year with the cost of living continuing to increase. To support our customers, we have made more staff available to give advice, signpost and refer to specialist support services as well as liaising with Housing Benefits and the Department for Work & Pensions. As we face the cost-of-living crisis we will continue to provide support and advice.

Although slightly higher than target at 31st March 2022, given the economic climate, performance in managing arrears during 2021/22 has been positive, with just two households evicted as a result of failure to maintain rent payments.

## Rent collection & arrears - how have we performed?

### Rent collected (as a % of rent due)



### Rent arrears (as a % of rent due)



## How rents are set

### 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](http://www.moneyadviceservice.org.uk) or telephone 0800 138 7777

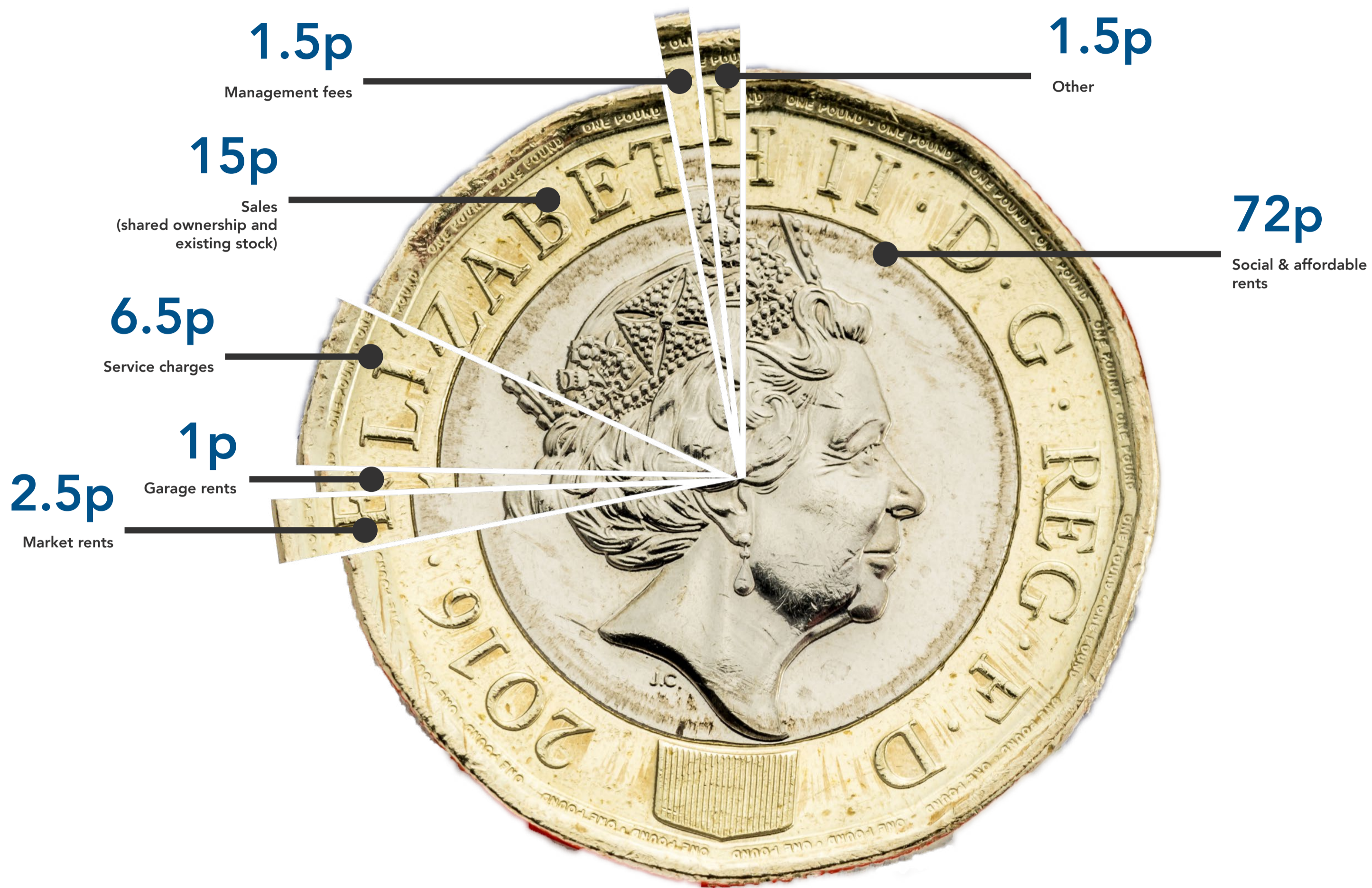


# Value for money

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

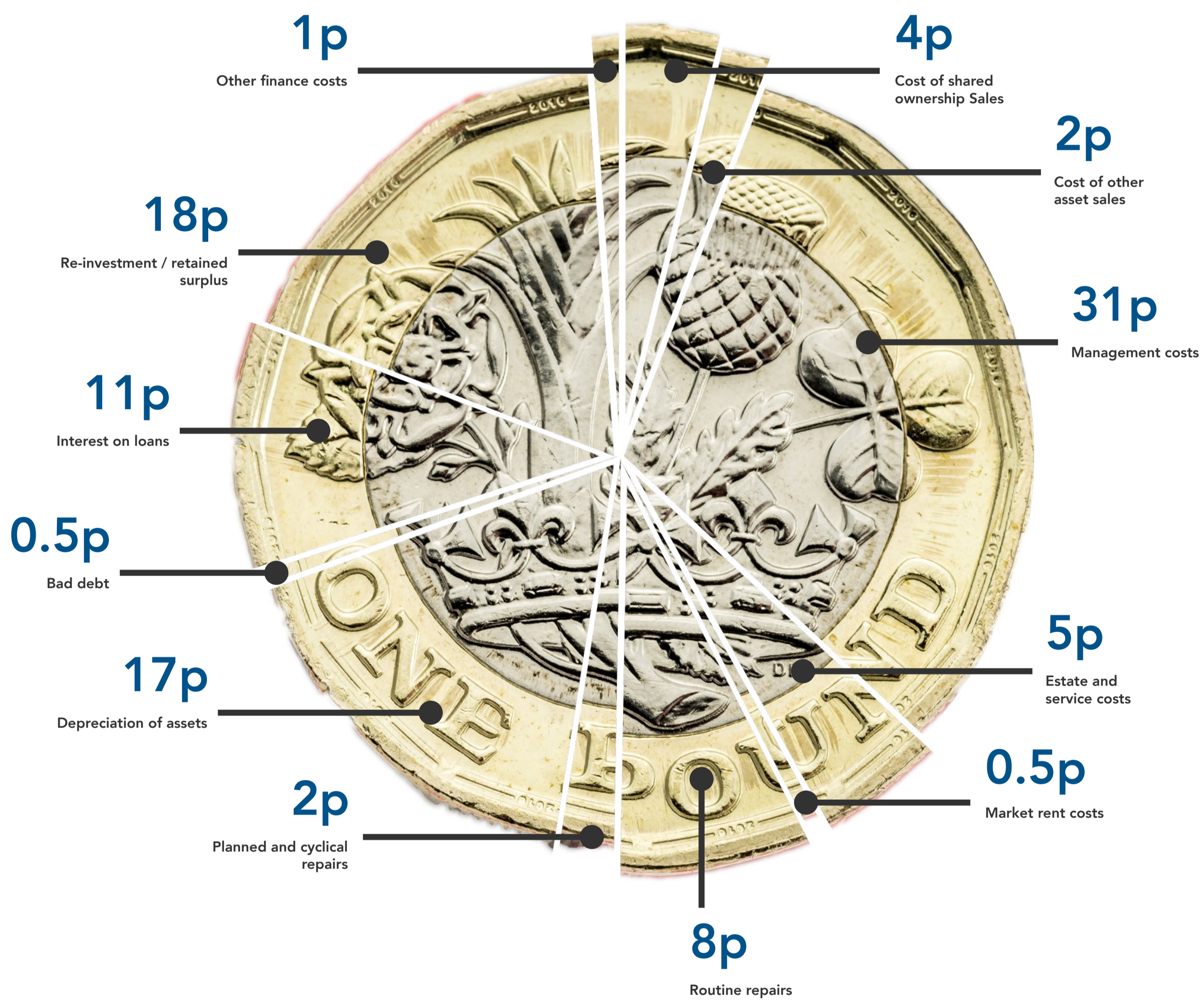
During 2021/22 we received £25,423,000 from the following sources:

Where every pound of income comes from



During 2021/22 the £25,423,000 of income was spent in the following ways:

How every pound of money was spent:



### Value for money metrics

The Regulator of Social Housing requires housing associations to report their results against a number of value for money measures to enable performance to be compared across the social housing sector.

Comparisons of performance for 2020/2021 shows **bdht** performing better than the median for the sector against all but 1 of the 9 regulatory indicators and achieving best quartile performance against four of the indicators.

Quartile	Reinvestment	New supply social	New supply non social	Gearing	EBITDA
Upper quartile	8.20%	2.00%	0.09%	53.30%	248%
Median	5.80%	1.30%	0%	43.90%	183%
Lower quartile	4.00%	0.50%	0%	32.90%	134%
<b>bdht</b>	9.0% <span style="color: green;">▲</span>	2.10% <span style="color: green;">▲</span>	0% <span style="color: yellow;">▲</span>	47% <span style="color: orange;">▲</span>	230.20% <span style="color: orange;">▲</span>
West Midlands	5.70%	1.30%	0%	47.50%	197%

Quartile	Social housing CPU (£k)	Operating margin social	Operating margin overall	ROCE
Upper quartile	£4.76	32.60%	28.20%	4.20%
Median	£3.73	26.30%	23.90%	3.30%
Lower quartile	£3.21	22.20%	18.10%	2.70%
<b>bdht</b>	£3.71 <span style="color: orange;">▲</span>	26.80% <span style="color: orange;">▲</span>	30.10% <span style="color: green;">▲</span>	4.40% <span style="color: green;">▲</span>
West Midlands	£3.40	27.20%	25.00%	3.90%

For more information **bdht** final accounts can be viewed at <https://www.bdht.co.uk/about/our-performance/financial-information/>

## Governance and financial viability

bdht is independently assessed by its regulator, 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 sets out our strategic direction and ensures that we comply with legislation, regulation and manages risks faced by the organisation.

### Board Members



**Mary Miller** - Chair of Board



**Mohan Sandhar** Chair of the Remuneration & Resources Committee



**Alison Fisher** Chair of the Compliance Committee



**Emma Nicklin** Board Member



**Andrew Kilby** Board Member



**Liz Nembhard** Board Member



**Hannah Purdie** Board Member



**Dean Gill** Board Member



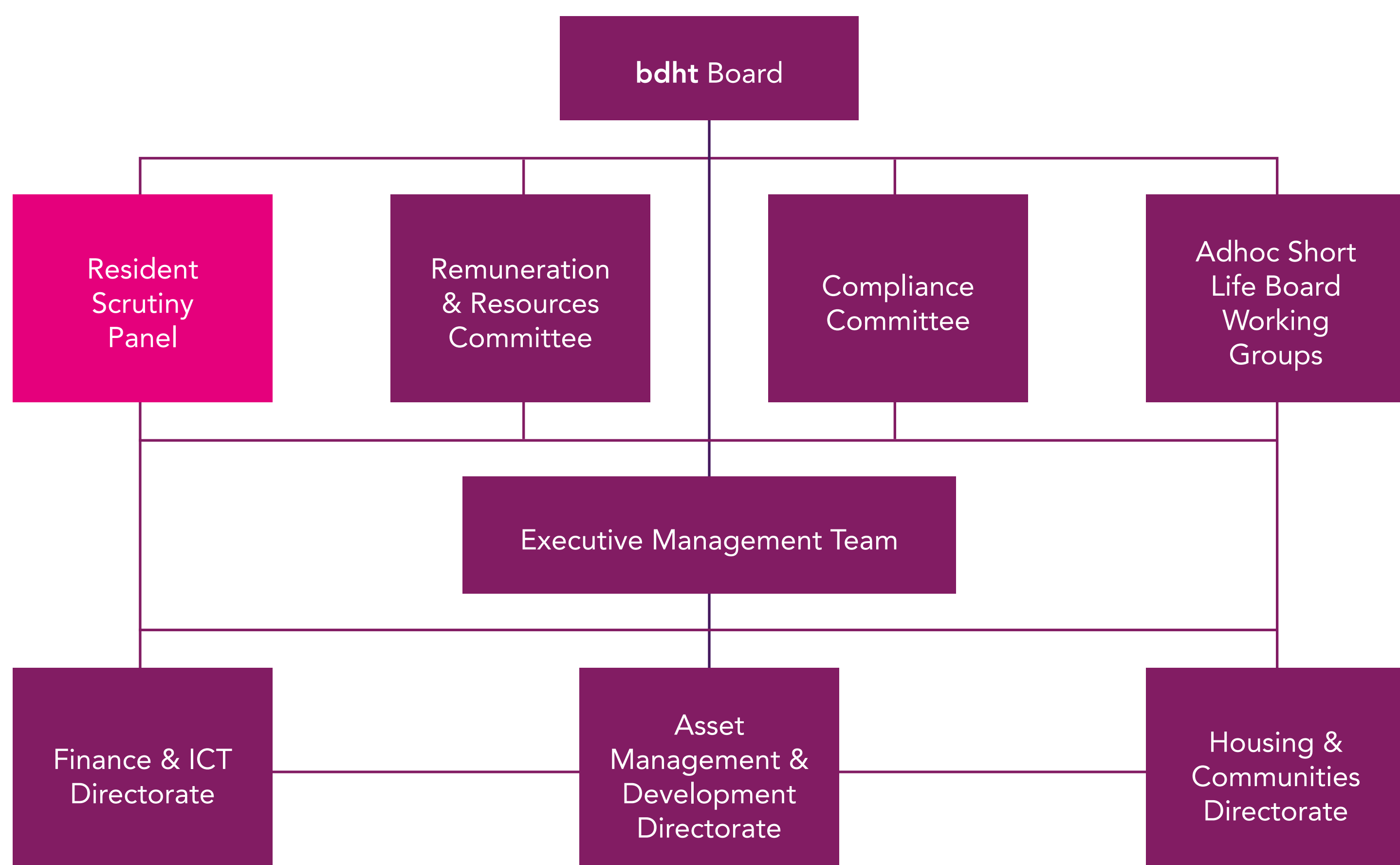
**Annmarie Hulley** Board Member and Chair of Resident Scrutiny Panel Permanent Invitee

### Code of Governance

In January 2021 the Board adopted the National Housing Federation Code of Governance (2020 Edition). The Board developed an action plan to achieve Compliance which was confirmed by the Board in July 2021.

### Governance Framework

#### bdht Organisational Structure



### Ways to get in touch

- Website/Mybdht: [www.bdht.co.uk](http://www.bdht.co.uk)
- Email: [contactus@bdht.co.uk](mailto:contactus@bdht.co.uk)
- Phone: 0800 0850 160 or 01527 557557
- Text: 83080 start your message with the word bdht

- Letter: FREEPOST bdht
- In person: bdht Offices, Buntsford Court
- Facebook: [facebook.com/bromsgrovehousing](https://facebook.com/bromsgrovehousing)
- Twitter: [twitter.com/bdht](https://twitter.com/bdht)